



ORDER OF BUSINESS

REGULAR MEETING OF CITY COUNCIL

JANUARY 20, 2014, AT 6:00 P.M.

1. **Approval of Minutes** of regular meeting held on January 6, 2014.
2. **Public Acknowledgements**
3. **Hearings**
4. **Matters Requiring Public Notice**
5. **Unfinished Business**
6. **Reports of Administration and Committees:**
 - a) Administrative Report No. 2-2014;
 - b) Report No. 1-2014 of the Planning and Operations Committee;
 - c) Report No. 1-2014 of the Administration and Finance Committee;
 - d) Report No. 1-2014 of the Naming Advisory Committee; and

- e) Report No. 1-2014 of the Executive Committee.

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

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

- 9. Question and Answer Period**

- 10. Matters of Particular Interest**

- 11. Enquiries**

- 12. Motions**

- 13. Giving Notice**

- 14. Introduction and Consideration of Bylaws**

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

His Worship the Mayor and City Council
The City of Saskatoon

ADMINISTRATIVE REPORTS

Section A – COMMUNITY SERVICES

- A1) Land Use Applications Received by the Community Services Department
For the Period Between December 5, 2013 and January 9, 2014
(For Information Only)
(Files CK. 4000-5, PL 4131-3-9-1, PL 4355-D, PL 4115, PL 4350 and PL 4300)**

RECOMMENDATION: that the information be received.

The following applications have been received and are being processed:

Concept Plan Amendment

- Address/Location: Land adjacent east and west of Zimmerman Road
Applicant: Arbutus Properties
Legal Description: Various
Purpose of Amendment: To increase the overall Rosewood neighbourhood boundaries by including an under-developed area of land east of the existing neighbourhood for a new employment area consisting of commercial and light industrial uses. The proposed amendment will provide for a more sustainable suburban model with a mix of residential options, mixed use areas and commercial amenities to meet current and future demand.

Neighbourhood: Rosewood
Date Received: January 9, 2014

Discretionary Use

- Application No. D11/13: 30 Mills Avenue
Applicant: Christa Folster
Legal Description: Lot 15, Block 255, Plan No. G867
Current Zoning: R2
Proposed Use: Preschool
Neighbourhood: Avalon
Date Received: December 13, 2013

Discretionary Use

- Application No. D1/14: 819 29th Street West
Applicant: Dance Ink
Legal Description: Lot 1, Block 44, Plan No. G173
Current Zoning: B2
Proposed Use: Dance Studio
Neighbourhood: Westmount
Date Received: December 24, 2013
- Application No. D2/14: 101 27th Street West
Applicant: Kaiping Wang
Legal Description: Lot 1, Block 32, Plan No. G852
Current Zoning: RM3
Proposed Use: Bed and Breakfast
Neighbourhood: Caswell Hill
Date Received: December 24, 2013

Official Community Plan

- Amendment No. OCP 32/13: 101, 103, 105 Avenue O South
Applicant: Sadiqur Rahman
Legal Description: Lot 19 and Part of Lot 1, Block 32,
Plan No. 101367558; Part of Lot 1 and Lot 2,
Block 32, Plan F554
Current Land Use Designation: Low Density Residential
Proposed Land Use Designation: Medium Density Residential
Neighbourhood: Pleasant Hill
Date Received: December 13, 2013

Rezoning

- Application No. Z33/13: 101, 103, 105 Avenue O South
Applicant: Sadiqur Rahman
Legal Description: Lot 19 and Part of Lot, Block 32,
Plan No. 101367558; Part of Lot 1 and Lot 2,
Block 32, Plan F554
Current Zoning: R2
Proposed Zoning: RM3
Neighbourhood: Pleasant Hill
Date Received: December 13, 2013

Rezoning

- Application No. Z34/13: Melville Street between Clarence Avenue and Brand Road
Applicant: Meridian Surveys for Canadian National Railway
Legal Description: Part of Plan No. 102018529
Current Zoning: IL1(H)
Proposed Zoning: IL1
Neighbourhood: CN Industrial
Date Received: December 13, 2013

Subdivision

- Application No. 97/13: Kensington Road – Phase 2
Applicant: Saskatoon Land Surveyors for West Canadian Development Corporation
Legal Description: Part of NW Section 2, Twp 37, Rge 6, W3M
Current Zoning: R1A
Neighbourhood: Kensington
Date Received: December 23, 2013
- Application No. 1/14: 300 111th Street
Applicant: Joel and Rachelle Boschman
Legal Description: Lot 1, Block 12, Plan No. G8
Current Zoning: R2
Neighbourhood: Sutherland
Date Received: January 3, 2014
- Application No. 2/14: 1116 Spadina Crescent East
Applicant: Webb Surveys for 101228285 Sask. Ltd. c/o Britwood Interiors
Legal Description: Lot 39, Block 4, Plan No. 99SA06423
Current Zoning: R2
Neighbourhood: City Park
Date Received: January 3, 2014

Subdivision

- Application No. 3/14: 1526 Cairns Avenue
Applicant: Webster Surveys for Mosaic Developments Corp.
Legal Description: Lots 13 and 14, Block 7, Plan No. G2958 and
Lot 20, Block 7, Plan No. 101281799
Current Zoning: R2
Neighbourhood: Haultain Avenue
Date Received: January 3, 2014

PUBLIC NOTICE

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

ATTACHMENTS

1. Plan of Proposed Concept Plan Amendment
2. Plan of Proposed Discretionary Use No. D11/13
3. Plan of Proposed Discretionary Use No. D1/14
4. Plan of Proposed Discretionary Use No. D2/14
5. Plan of Proposed Official Community Plan Amendment No. OCP32/13
6. Plan of Proposed Zoning Bylaw Amendment No. Z33/13
7. Plan of Proposed Zoning Bylaw Amendment No. Z34/13.
8. Plan of Proposed Subdivision No. 97/13
9. Plan of Proposed Subdivision No. 1/14
10. Plan of Proposed Subdivision No. 2/14
11. Plan of Proposed Subdivision No. 3/14

Section B – ASSET AND FINANCIAL MANAGEMENT

B1) Contract Award Report for Contracts between \$50,000 and \$75,000 for the Period September 1, 2013 – December 31, 2013 (Files CK. 1000-1 and AF. 1000-1)

RECOMMENDATION: that the information be received.

STRATEGIC GOAL

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

REPORT

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

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The next report will be forwarded to City Council in May outlining the award of contracts and requests for proposals for the period January 1, 2014 – April 30, 2014.

PUBLIC NOTICE

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

ATTACHMENT

1. Contract Award Report September 1, 2013 – December 31, 2013

Section C – CORPORATE PERFORMANCE

C1) Communication to Council

From: Jessica Harrington
Saskatoon Women's Community Coalition
Date: undated
Subject: Request for Flags to Fly at Half Mast
(Files CK. 205-1 and CP. 205-1)

RECOMMENDATION: that the Administration be instructed to automatically lower all flags located at civic-operated buildings on the same national days of remembrance as recognized by the Government of Canada and the Government of Saskatchewan.

TOPIC AND PURPOSE

The purpose of this report is to address the matter of lowering flags at half-mast annually on December 6 to recognize the National Day of Remembrance and Action on Violence Against Women in Canada, and other national days of remembrance.

REPORT HIGHLIGHTS

1. The City of Saskatoon lowers all flags at civic-operated buildings to half-mast on November 11 (Remembrance Day), in the event of the death of a prominent citizen or other important dignitary, or when there is an event of major importance.
2. There are many important national days of remembrance where flags are flown at half-mast on all federal and provincial buildings in Canada. These national days include, but are not limited to, December 6 - National Day of Remembrance and Action on Violence Against Women.
3. As done so by the Government of Canada and the Government of Saskatchewan, the City may automatically lower all flags located at civic-operated buildings on the same national days of remembrance.

STRATEGIC GOALS

This report relates to the Strategic Goal of Continuous Improvement by providing a coordinated approach to lowering flags to half-mast.

In addition, recognizing all national days of remembrance builds collective community spirit which contributes to the Strategic Goal of Quality of Life.

BACKGROUND

At its meeting of November 4, 2013, City Council received the above noted communication and resolved, in part:

- “2) that the matter of lowering flags at half-mast annually on December 6 be referred to the Administration for a report.”

The National Day of Remembrance and Action on Violence Against Women was established in 1991 by the Parliament of Canada. Each year on December 6, many other municipal, provincial and federal-level jurisdictions fly its flags at half-mast to mark this national day. The Saskatoon Women’s Coalition requested the City of Saskatoon to instate a policy that would establish the automatic lowering of flags annually on December 6.

REPORT

Current Practice for Lowering Flags to Half-Mast at Civic-operated Buildings

The City does not have an Administrative or Council Policy guiding the lowering of flags to half-mast for civic-operated buildings. However, the procedure followed for many years is to lower flags to half-mast on November 11 (Remembrance Day), in the event of the death of a prominent citizen or other important dignitary, or when there is an event of major importance, His Worship the Mayor or the City Manager make the decision to lower the flags to half-mast. When the flags are lowered in the event of a death, they are returned to full mast following the funeral. In other cases, a decision is made in consultation with the Mayor’s Office or the City Manager’s Office as to when the flags should be returned to full mast.

National Days of Remembrance

Your Administration recognizes that there are many important national days of remembrance where flags are flown at half-mast on all federal buildings and various establishments in Canada. These national days include:

- April 28 - Workers' Mourning Day
- June 23 - National Day of Remembrance for Victims of Terrorism
- Last Sunday in September - Police and Peace Officers' National Memorial Day (unless half-masting occurs near the place where a memorial is being observed,

- then half-masting can occur according to the prescribed order of service, until sunset)
- November 11 - Remembrance Day (unless half-masting occurs at the National War Memorial or a place where remembrance is being observed, then half-masting can occur at 11:00 a.m. or according to the prescribed order of service, until sunset)
 - December 6 - National Day of Remembrance and Action on Violence Against Women.

The Government of Saskatchewan follows the Government of Canada's protocol for flying flags at half-mast during all nationally agreed occasions as listed.

Lowering Flags at Civic-operated Buildings on National Days of Remembrance

Your Administration recommends that the City of Saskatoon automatically lower all flags to half-mast which are located at civic-operated buildings on these same five annual national days of remembrance.

As at December 31, 2013, the following civic-operated buildings have flags:

- City Hall
- Fire Hall Nos. 1, 6 and 8
- Vic Rempel Yards – Administration Building
- Vimy Bandshell
- Holiday Park Golf Course
- Woodlawn Cemetery – Military Section
- Water Treatment Plant
- Wastewater Treatment Plant
- Saskatoon Light & Power

If approved, Communications will work with Facilities & Fleet Management to ensure that the flags are lowered and raised in accordance with the national days of remembrance at the above locations, with the exception of the Boards which will be informed of City Council's decision.

OPTIONS TO THE RECOMMENDATION

The option is to approve the automatic lowering of the flags to half-mast annually at civic-operated buildings only on December 6, National Day of Remembrance and Action on Violence Against Women.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

There are no financial implications.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

No public or stakeholder consultation was pursued as part of this report.

COMMUNICATION PLAN

If approved by City Council, your Administration will arrange to issue Public Service Announcements (PSAs) prior to each day of remembrance to ensure the media and citizens are informed on why the flags are being flown at half-mast. This information would also be posted on the City of Saskatoon's website and social media sites.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications at this time.

PRIVACY IMPLICATIONS

There are no privacy implications.

PUBLIC NOTICE

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

C2) Communications Approach Keeping Citizens Informed on Service Disruptions (Files CK. 230-1, x CK. 270-1 and CP. 365-9)

RECOMMENDATION: that the information be received.

TOPIC AND PURPOSE

This purpose of this report is to provide an update on how the City of Saskatoon is communicating service disruptions to the citizens of Saskatoon.

REPORT HIGHLIGHTS

1. On January 5, 2014, a power outage occurred during extremely cold weather, and timely information was not provided to the affected residents. The Administration has implemented a number of steps to prevent a similar circumstance during a power outage from occurring in the future.
2. While there are a number of communications measures already in place to inform the public of service disruptions, the Administration is reviewing all tools and protocols to improve communication to residents.
3. A Communications resource has been assigned full-time to monitor and engage in social media for the City of Saskatoon.

STRATEGIC GOAL

This report supports the Strategic Goal of Continuous Improvement by providing a coordinated approach to communication strategies during service disruptions outside of the normal work day, in extreme circumstances or when mitigating circumstances are present, and by increasing the resources for social media.

BACKGROUND

At its meeting held on January 6, 2014, City Council received a verbal presentation from the General Manager of Transportation and Utilities on the extended power outage that had occurred the previous evening during extreme weather conditions. The Administration committed to reporting to the January 20, 2014, City Council meeting to outline the protocols that have been put in place to prevent a similar occurrence around communications in the future.

REPORT

Communications During Power Outages

Service Alerts - The City of Saskatoon (City) currently uses a tool called "Service Alerts" to inform citizens of disruptions to their daily services. The Service Alerts are a tool for front-line employees to quickly advise citizens that a disruption has occurred and that the City is aware of it. The Service Alerts are designed to inform citizens of localized, non-emergency service disruptions. Service Alerts are posted to the City's website and is automatically posted to Facebook and Twitter. Alternatively, citizens can subscribe to receive Service Alerts through RSS Feeds so they do not have to check the City's website for updates. Instructions on how to subscribe to the RSS Feeds is on the City's website (look under "R" for RSS Feeds).

Local media have been very active in monitoring Service Alerts and assisting in advising citizens of the service disruptions. Once the service has been reinstated, staff update the Service Alert and close the file.

Service Alerts are currently in place for power outages, closure of leisure facilities, and traffic detours.

During the power outage on January 5, 2014, regular and timely information was not provided to residents. This situation was made even worse given the extreme weather conditions at the time.

In order to prevent a similar situation around communications from occurring in the future, the City has implemented the following immediate changes to the communications strategy for power outages.

1. Communications staff will be on call for 24 hours/day, 7 days/week. Front-line employees called to repair the power outage will contact Communications immediately once the outage has been confirmed. Outages that involve a very small number of customers (such as one or two) will be dealt with directly by Saskatoon Light & Power (SL&P). Communications staff will only get involved for outages involving three or more customers. This will help to avoid flooding the communication channels with unnecessary information to the public.
2. A Service Alert will be created and posted to the City's website, Twitter and Facebook.

3. Communications will continue to monitor the situation and determine the appropriate communication tools to implement. Once 30 minutes has lapsed, a second Service Alert will be created, updating customers about the situation. Additional alerts will be provided every 30 - 60 minutes until the issue is resolved.

The Administration has placed a section on the City's homepage (www.saskatoon.ca) that features the latest Service Alerts from SL&P. This also includes a link to the Service Alert page, so that residents can sign up for the service.

4. A decision will be made on contacting the Emergency Measures Office when the power has been out for one hour. If there are extenuating circumstances such as extreme weather or lengthy disruptions to the service, Communications will implement additional tools, including issuing messages through social media channels that complement the Service Alerts, posting prominent information on the City's website, and contacting the local media.
5. SL&P is also currently investigating options to improve its phone system to provide a higher number of customers with access to a recorded message during a power outage. The recorded messages in this system will be updated on a regular basis during an outage, following the same schedule as for Service Alerts.

Communicating Disruptions to Other Services

1. Divisions are to contact Communications immediately when services are disrupted – Effective immediately, a protocol has been established with the Directors for all divisions to contact Communications staff immediately when there is a disruption to a service. Communications will assess the situation in consultation with the respective Director to determine the appropriate response for informing the residents. All communications will include information regarding the disruption to the service, regular status updates, and when residents can expect the next update.
2. A Communications Consultant will be on call 24 hours/day, 7 days/week – The Administration has Communications staff available 24 hours/day, 7 days/week for emergencies. However, processes are being finalized where a Communications Consultant will be on call and available for Directors to contact, when services are disrupted, by mid February 2014.

3. Service Alerts – Service Alerts, as described above, continue to be a useful communication tool for non-emergency disruptions to service. The City issues services alerts for power outages, closures to leisure facilities, and traffic detours. Service Alerts are being prepared for disruptions to garbage pick up schedules, access to the landfill, compost depots, leaves and grass pick up, and Transit services. Additional services will be added in the future.
4. Full-time resource for social media – The 2014 Business Plan and Budget included a provision for increased resources for social media. The Administration has assigned a full-time resource to social media and is in the process of re-assigning duties. Prior to February 1, 2014, the City will be actively engaging on social media, including monitoring and responding to comments on Facebook and Twitter.
5. Local media – The City issues Public Service Announcements and Media Advisories on a number of programs and services. As stated above, the media follow the Service Alerts and report them through their respective outlets.

Depending on the circumstance, the Director of Media Relations will contact the media directly for an impromptu media conference for an update on the situation. This has been successful in past circumstances, and is an effective tool to get accurate and timely information to residents.

6. Emergency Operations Centre (EOC) – A Level 1 EOC Alert may be issued by the Division Director. A Level 1 Alert goes to a specific subset group of people, such as the Fire Chief, who begins to make the appropriate decisions regarding a possible or potential emergency situation.
7. Mass Notification System – The Saskatoon Fire Department is in the process of implementing the Everbridge Mass Notification System to support the current Service Alerts and tools to rapidly deliver critical information to up to 300,000 residents. Every notification message will be delivered to each of the communications devices registered by the subscriber (e.g. cell phones, land line telephones, Smartphones, text messages, email). These messages can be delivered to geographically specific locations based on the events impacted area.

The Everbridge Mass Notification System will be used early in significant, escalating service disruptions. The system will also be used to automatically call areas affected by service disruptions, such as delays on garbage pick-up, power outages, and areas affected by water main breaks. This system is scheduled to

be implemented in early 2014, and more details will be included in a forthcoming report from the Saskatoon Fire Department.

Summary

A number of improvements to existing communication tools have been outlined in this report. The Administration will monitor the effectiveness of each tool, and continue to improve the tools and the implementation process based on the feedback from citizens.

While each tool is an important part of the communications toolbox, it is important to highlight that no one specific tool is meant to be used alone and communication strategies are developed so that every tool is utilized, maximizing the efficiency of communications throughout the city and in any event.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

There are no financial implications at this time.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

The public and stakeholder involvement has been outlined in this report.

COMMUNICATION PLAN

As more long-term solutions and strategies are developed, the public will be made aware of any necessary changes through the City's website, social media, news conferences, paid advertising, and if deemed appropriate, other tools such as utility bill inserts.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

A follow up report will be provided to City Council once more long-term solutions, such as increased capacity for the phone lines at SL&P, are identified.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

PRIVACY IMPLICATIONS

There are no privacy implications at this time.

PUBLIC NOTICE

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

Section E – CITY MANAGER

E1) Corporate Alignment Update (Files CK. 115-1, CC. 115-9 and CP. 115-9)

RECOMMENDATION: that the information be received.

TOPIC AND PURPOSE

The purpose of this report is to provide an update on the alignment of the corporate structure that was implemented in November 2013.

REPORT HIGHLIGHTS

1. The Administration has implemented a number of changes as part of the corporate alignment. These changes are outlined in this report.
2. The City of Saskatoon took possession of Civic Square East (the former Post Office Building) on December 1, 2013, and plans are in progress to begin to move staff to this new location.
3. A regular email newsletter entitled "Working Together...to build a better city" from the City Manager has been implemented and will continue as a regular communication to all City of Saskatoon employees.

STRATEGIC GOAL

This report supports the City of Saskatoon's Strategic Plan 2013 - 2023 under the Strategic Goal of Continuous Improvement, with a focus on improving service delivery to citizens, streamlining operations, and strengthening accountability within the corporation.

BACKGROUND

At its meeting held on November 4, 2013, the City Manager tabled a report with City Council outlining a corporate structure for the City of Saskatoon (City) that aligned with the City's business lines and budgeting processes.

The principles around the alignment were:

- similar functions grouped together in order to streamline operations;
- decision making encouraged at the front-line level;
- performance measurement embedded in the structure;
- leadership encouraged and developed;
- accountability for outcomes and performance promoted; and
- maintain current work units where possible to minimize the impact of change.

REPORT

Working Together – Aligning the Corporate Structure is the Final and Logical Step

The alignment of the organizational structure was based on ensuring similar functions of civic government are logically grouped with one another. The new structure makes clear who is responsible for delivering on every element of the City's Strategic Plan.

The changes that have taken place since November 2013 are outlined as follows:

- a) Leadership Team - The Leadership Team is the senior administrative decision-making body of the City that provides professional advice, support and guidance to City Council. The Leadership Team is led by the City Manager, and includes the four General Managers, the City Solicitor, and the Director of Government Relations. The team supports the City Manager to lead, direct, coordinate and control the operations and performance of the City in accordance with the Strategic and Annual Business Plans as approved by City Council. Each member of the team is relied on to contribute outside of their specific department mandate, and to bring their expertise and knowledge on how best to "run the City of Saskatoon."
- b) Established the Senior Management Team - A Senior Management Team has been established, consisting of the Directors (formerly Branch Managers) from each division. Similar to the Leadership Team, the Directors contribute outside of their specific division mandate, and are working collaboratively as a team to eliminate silos. The Senior Management Team is focusing on what is best for citizen-centred service, rather than solely from a specific division perspective.

One initial task for the Senior Management Team is to manage the implementation plan of the corporate alignment. There has been a smooth transition, due in large part to the leadership of the Directors. The Senior

Management Team will continue to advance corporate initiatives such as continuous improvement strategies and communications for service interruptions, all from the perspective of how best to deliver services and programs through the lens of our citizens.

- c) New Names for Department and Divisions - Attachment 1 is the updated City of Saskatoon corporate structure, including the names of the General Managers and Directors. One department and several divisions have new names to better reflect their role within the corporation:

- Asset & Financial Management Department (formerly Corporate Services Department)
- Finance & Supply (formerly Finance)
- Corporate Revenue (formerly Revenue)
- Facilities & Fleet Management (formerly Civic Facilities & Fleet)
- Recreation & Sport (formerly Leisure Services)
- Saskatoon Land (formerly Land)
- Saskatoon Water (formerly Water & Wastewater)

- d) Planning and Development Division - The Planning & Development Division, led by Alan Wallace, has added Long-Range Transportation, Long-Range Transit Planning, and the Growing Forward project. This has meant the addition of two new sections:

- Long-Range Planning – Don Cook, Section Manager

Key Section Responsibilities:

- Official Community Plan
- Growing Forward, Shaping Saskatoon (Growth Plan to 500,000)
- Long-Range Transportation Plan
- Long-Range Transit Plan
- Sector Planning
- Active Transportation Plan
- Employment Area Plan

- Regional Planning – Laura Hartney, Section Manager

Key Section Responsibilities:

- New Regional Plan
- Corporate Boundary Alterations
- Corman Park-Saskatoon Planning District Official Community Plan and Zoning Bylaw
- Urban Reserves and Treaty Land Entitlements
- SaskWater Agreement
- Demographics and Strategic Community Trends
- Mapping
- Geographic Information Analysis

- e) Corporate Bylaw Enforcement - There are at least 12 separate business units currently providing bylaw enforcement services throughout the corporation, covering all departments and numerous different divisions. This “distributed” model of bylaw enforcement has advantages in that each business unit can enforce its own bylaw responsibilities. This model also has limitations in terms of business alignment, communications, customer service, and being able to respond to acute issues in a comprehensive way.

A preferred model of service delivery would see the number of separate bylaw enforcement business units being reduced, communications becoming more centralized, and citizens being provided with more convenient access to available services.

The next step in the process is to undertake a detailed review of current operations, conduct customer and staff interviews, scan best practices from other communities, and develop a preferred organizational structure and business model. This overall process is expected to take about six months to complete. The objective is to add value by focussing on positive outcomes and improved customer service.

City Council will be updated at key points in the process.

- f) Technology - An Information Technology Task Team has been formed to look at technology-related changes to our current systems to support the new corporate structure. This included updating email and telephone displays to reflect the new names for department and divisions.

- g) Logos and Stationery - The new department and division logos have been updated and are available to all staff on the City's Intranet. A short, easy-to-use set of guidelines on how to use the logos is also available.

To increase efficiencies and demonstrate fiscal and environmental responsibility, the City will use existing stationery until existing supplies are depleted, recognizing there may be unique situations that may require consideration.

Space Accommodation with the New Corporate Structure

The new Civic Accommodations Plan, with the recent purchase of Civic Square East (the old Post Office), and construction of a new Civic Operations Centre, is moving in tandem with the new organizational structure to ensure the corporation is working together in streamlining civic operations and improving efficiency.

Several staff are currently occupying lease space that expires in June 2014. The Administration is finalizing the space requirements for each division and will be moving staff to Civic Square East, based on the space requirements.

FINANCIAL IMPLICATIONS

There are no financial implications. The corporate alignment will occur within existing budget allocations, and it is intended that there will be long-term efficiencies gained.

COMMUNICATION PLAN

The corporate alignment was launched as "Working Together...to build a better city."

Brochure

A brochure was prepared and sent to all City of Saskatoon employees outlining the reasons for the corporate alignment, showing the new structure and also included a message from the City Manager.

Regular Emails from the City Manager

There were weekly "Working Together" emails from the City Manager to all staff between November 8 and December 9, 2013 inclusive, updating staff on aligning the City's corporate structure. The updates included informing staff of how the newly aligned structure affected them and what to do if they have questions, name changes to

departments and divisions, and how the Administration is proceeding with logos and changes to stationery.

The City Manager will continue to provide monthly updates to all staff.

Public

For the public, the alignment of the organizational structure has not changed as to whom citizens contact within the Administration. If citizens have been communicating and working with a specific individual, they can continue to do so.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The Administration will report on the offices which will be moving to Civic Square East in the next 2 - 3 months, and a further report will also identify any updates on divisions as they become available.

Further updates will be reported to City Council as plans are finalized, such as the Corporate Bylaw function.

PUBLIC NOTICE

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

ATTACHMENT

1. Organizational Structure – Corporate Alignment 2013, dated January 3, 2014

Administrative Report No. 2-2014
Section E – CITY MANAGER
Monday, January 20, 2014
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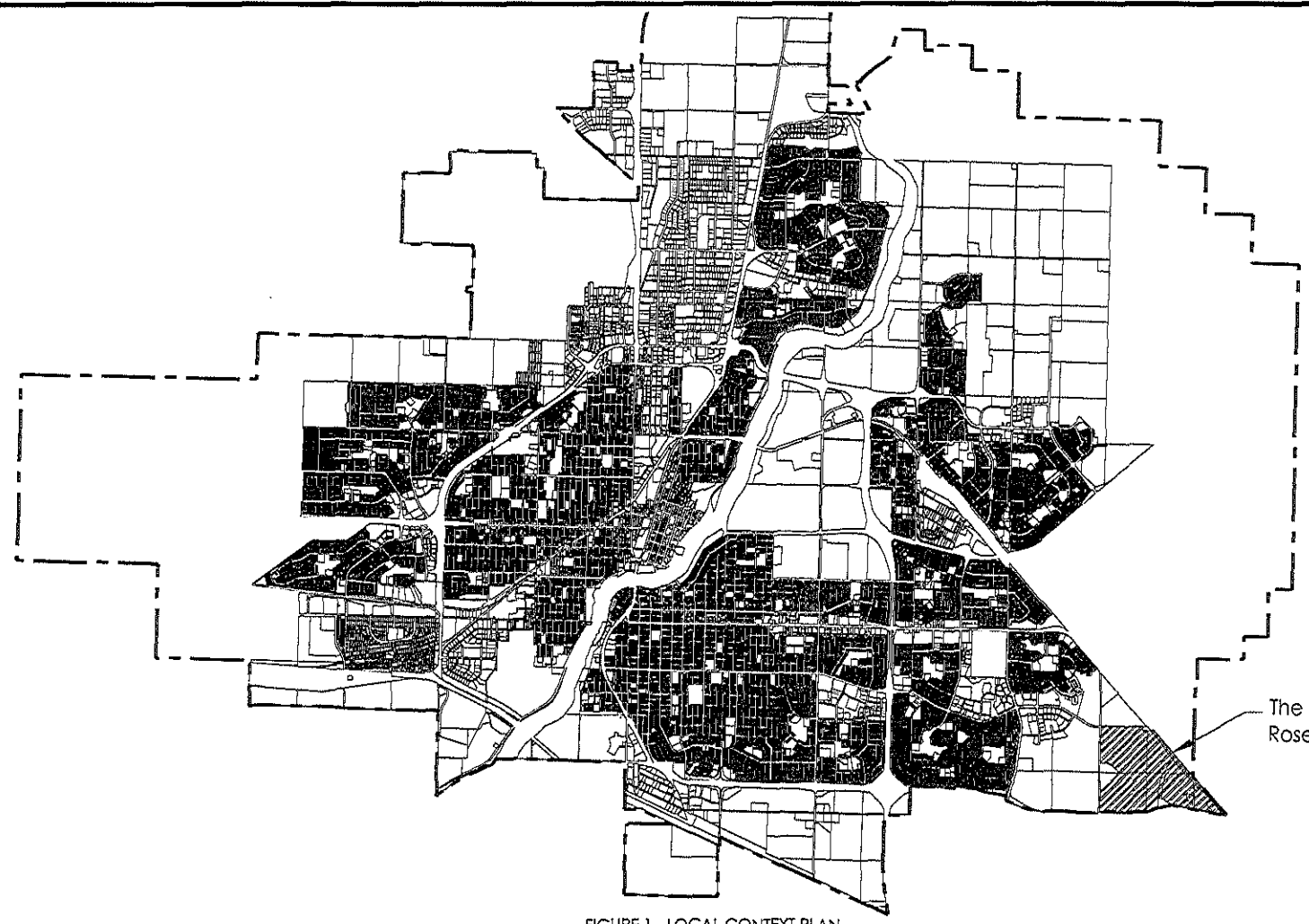
Respectfully submitted,

Randy Grauer, General Manager
Community Services Department

Marlys Bilanski, General Manager
Asset and Financial Management

Catherine Gryba, General Manager
Corporate Performance Department

Murray Totland
City Manager




The Meadows at
Rosewood



FIGURE 1 - LOCAL CONTEXT PLAN

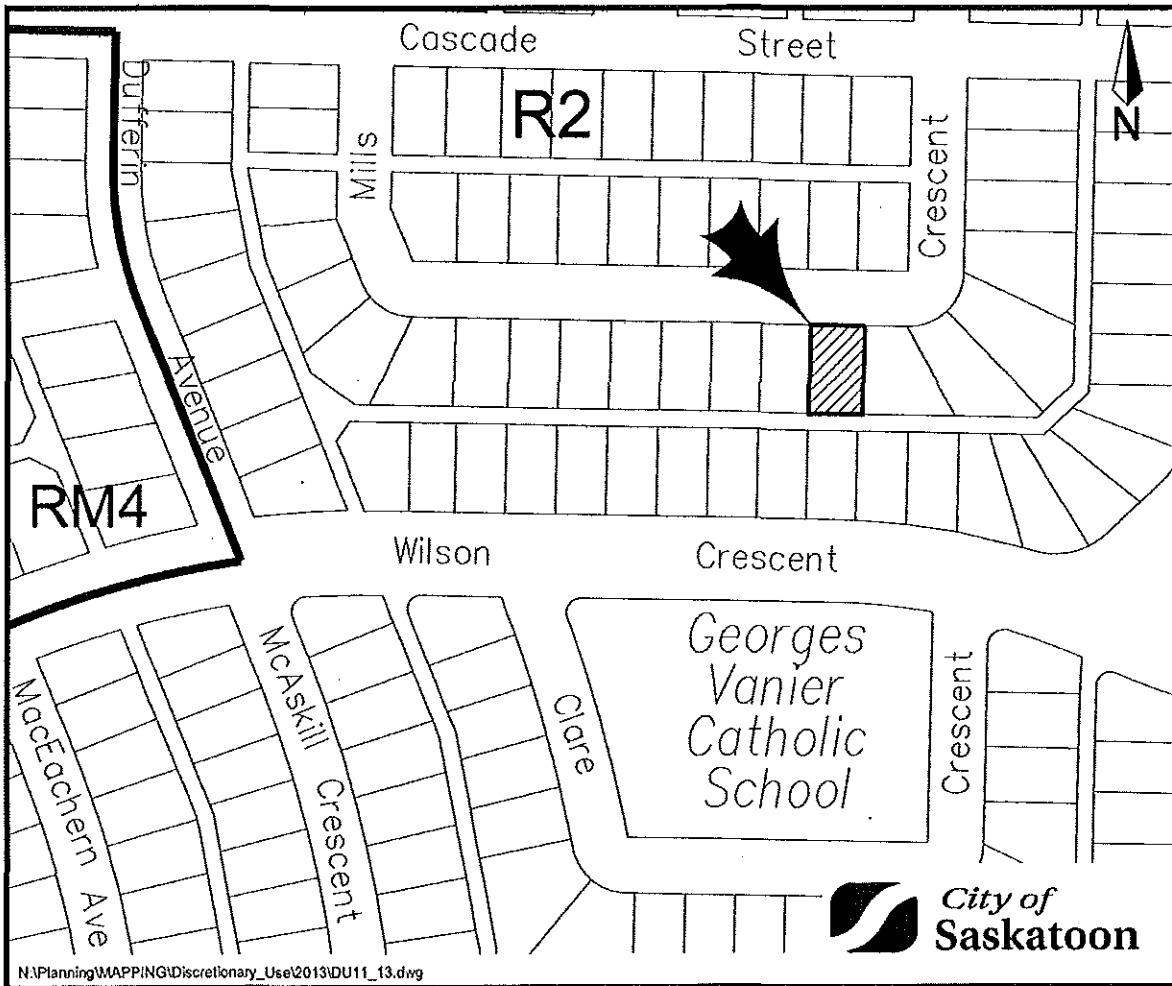
The Meadows at Rosewood
Arbutus Properties

Prepared for:
Arbutus Properties

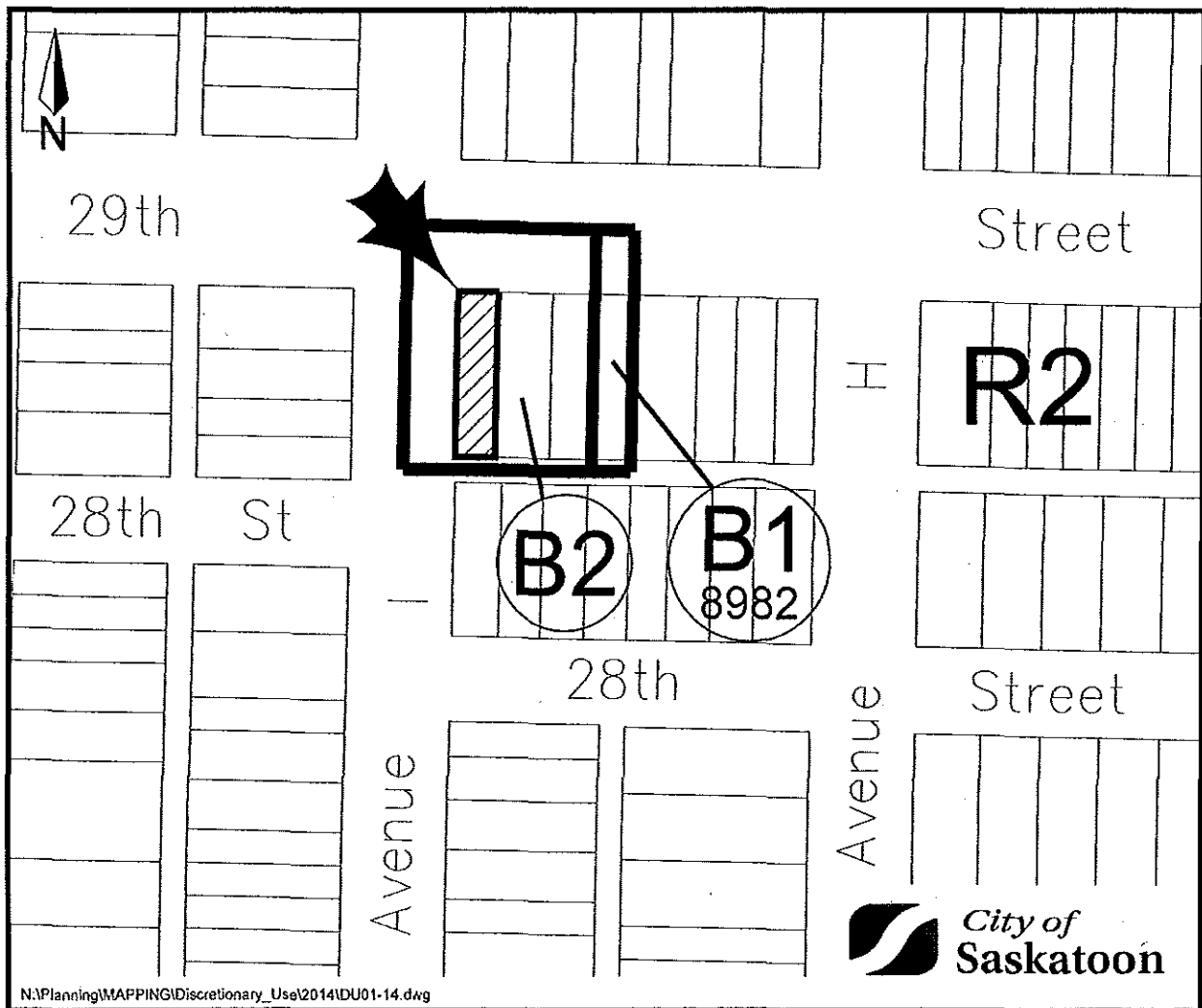
 Starrtec
DRAWN BY: KC
CHECKED BY: NM
SCALE: NTS
PROJECT #: 113155027

AI

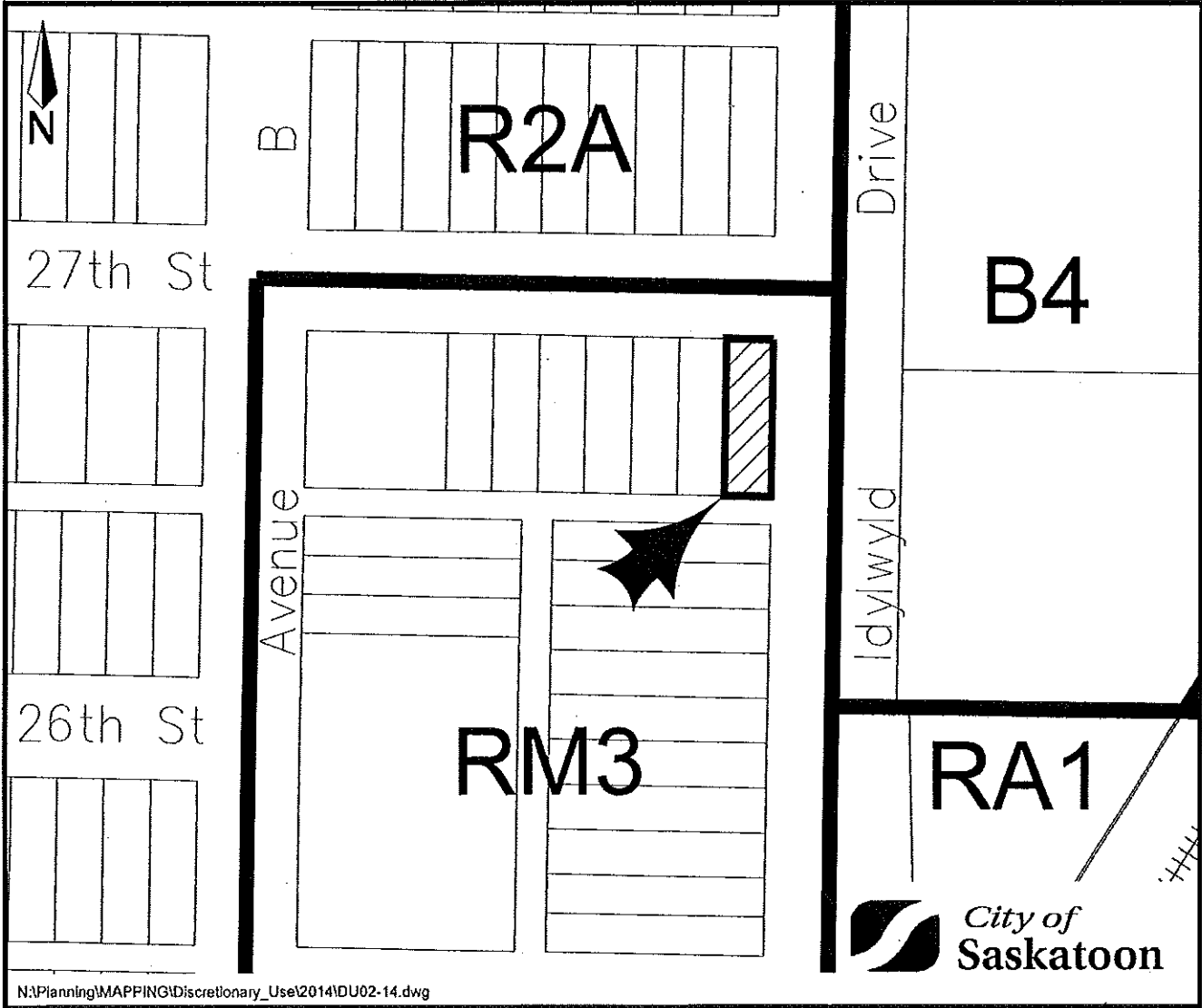
Proposed Discretionary Use No. D11/13



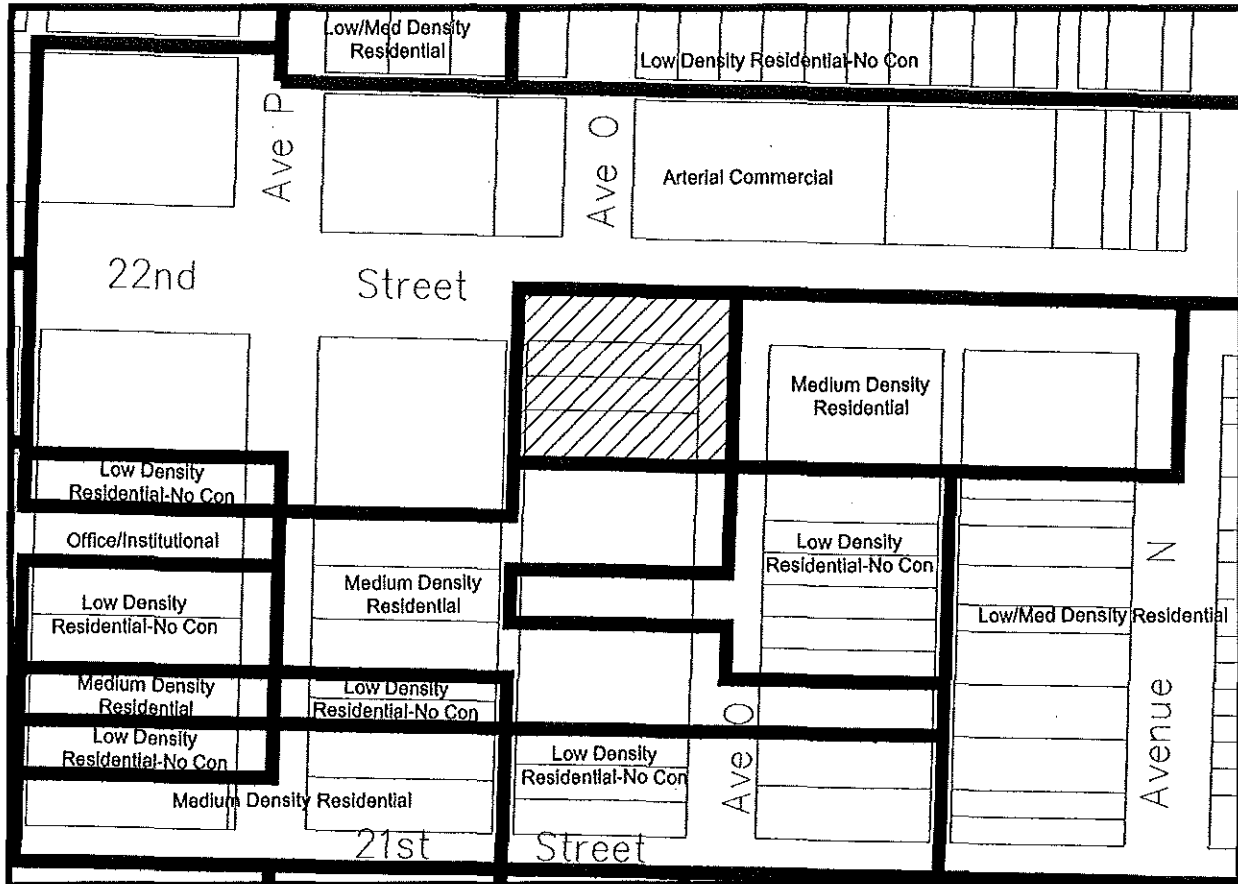
Proposed Discretionary use D1/14



Proposed Discretionary Use No. D2/14



Proposed Official Community Plan Amendment – OCP32/13

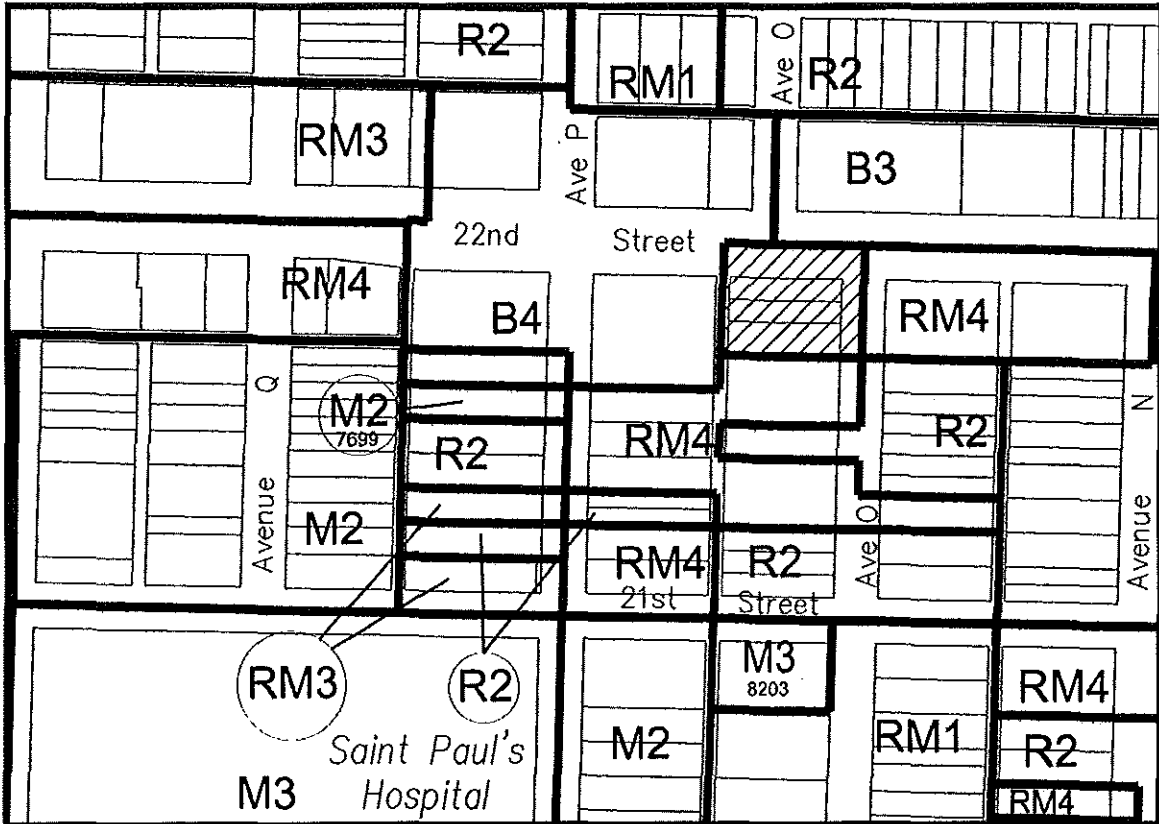


PROPOSED AMENDMENT TO THE OFFICIAL COMMUNITY PLAN - PLEASANT HILL LAND USE MAP

From Low Density Residential - No Conversions to Medium Density Residential



Proposed Rezoning No. Z33/13



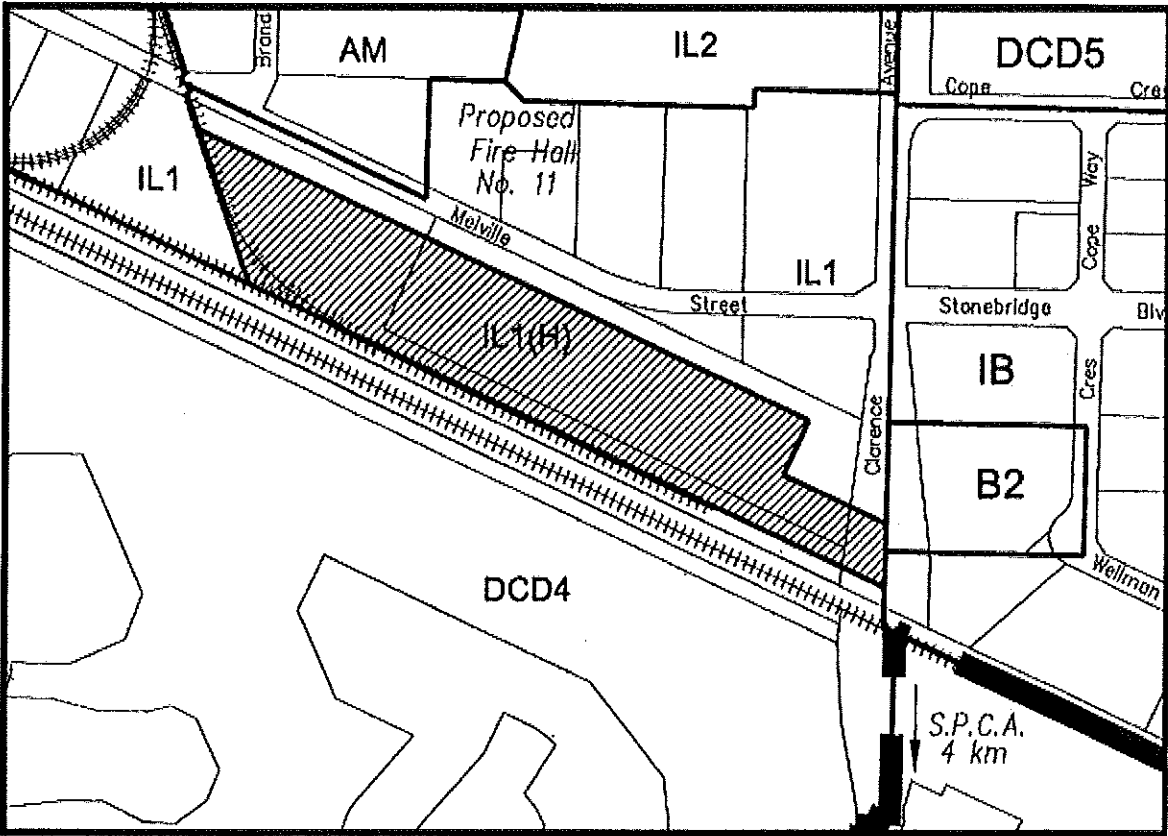
PROPOSED REZONING

From R2 to RM3



File No. RZ33-2013

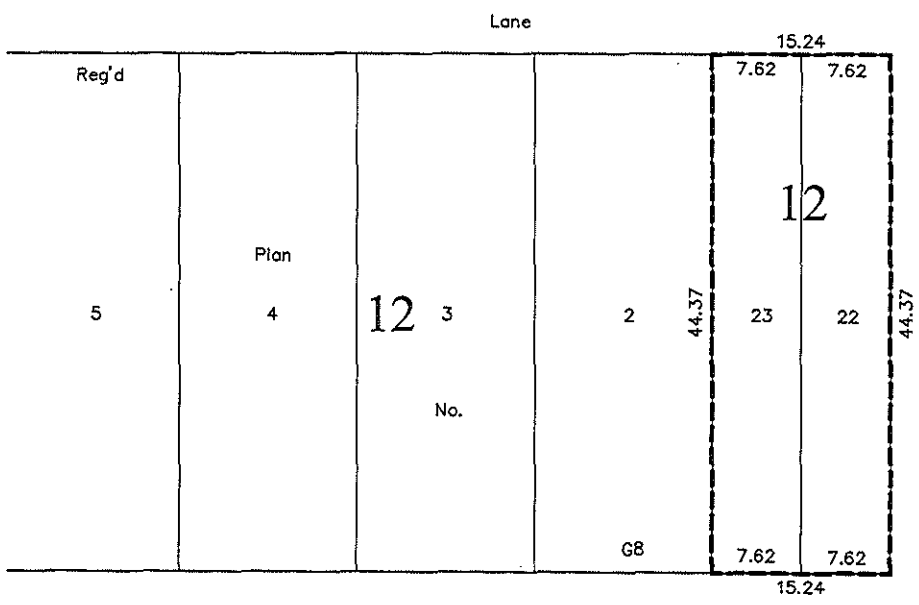
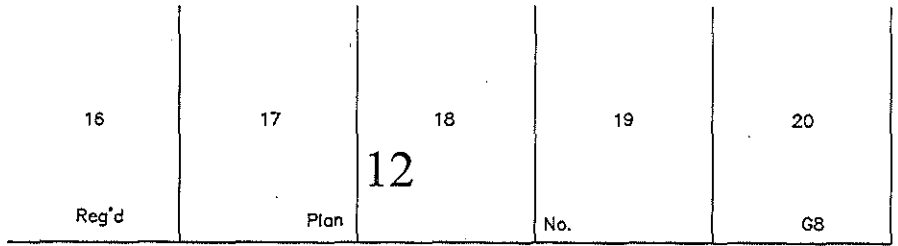
Proposed Rezoning No. Z34/13



PROPOSED REZONING

 From IL1(H) to IL1





111TH STREET

AVENUE
RITA

PLAN OF PROPOSED
SUBDIVISION OF
LOT 1, BLOCK 12
REG'D PLAN NO. G8
N.E. 1/4 SEC. 35
TWP. 36, RGE. 5, W. 3RD MER.
300 111TH STREET
SASKATOON, SASKATCHEWAN
BY T.R. WEBB, S.L.S.
SCALE 1:500

Dimensions shown are in metres and decimals thereof.

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

Distances shown are approximate and may vary from the final plan of survey by ± 0.5 m

T.R. Webb
T.R. Webb November 14, 2013
Saskatchewan Land Surveyor

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

Date
Community Services Department

Prepared by
Webb
© 2013
13-2585sb

Proposed Subdivision No. 1/14



CRESCENT

SPADINA

PLAN OF PROPOSED
 SUBDIVISION OF
 LOT 39, BLOCK 4
 REG'D PLAN NO. 99SA06423
 N.W. 1/4 SEC. 34
 TWP. 36, RGE. 5, W. 3RD MER.
 1116 SPADINA CRESCENT E.
 SASKATOON, SASKATCHEWAN
 BY T.R. WEBB, S.L.S.
 SCALE 1:500

Dimensions shown are in metres and decimals thereof.

Portion of this plan to be approved is outlined in a bold, dashed line and contains 0.08± ha (0.19± ac.).

Distances shown are approximate and may vary from the final plan of survey by ± 0.5 m

T.R. Webb
 T.R. Webb December 2013
 Saskatchewan Land Surveyor

Sec

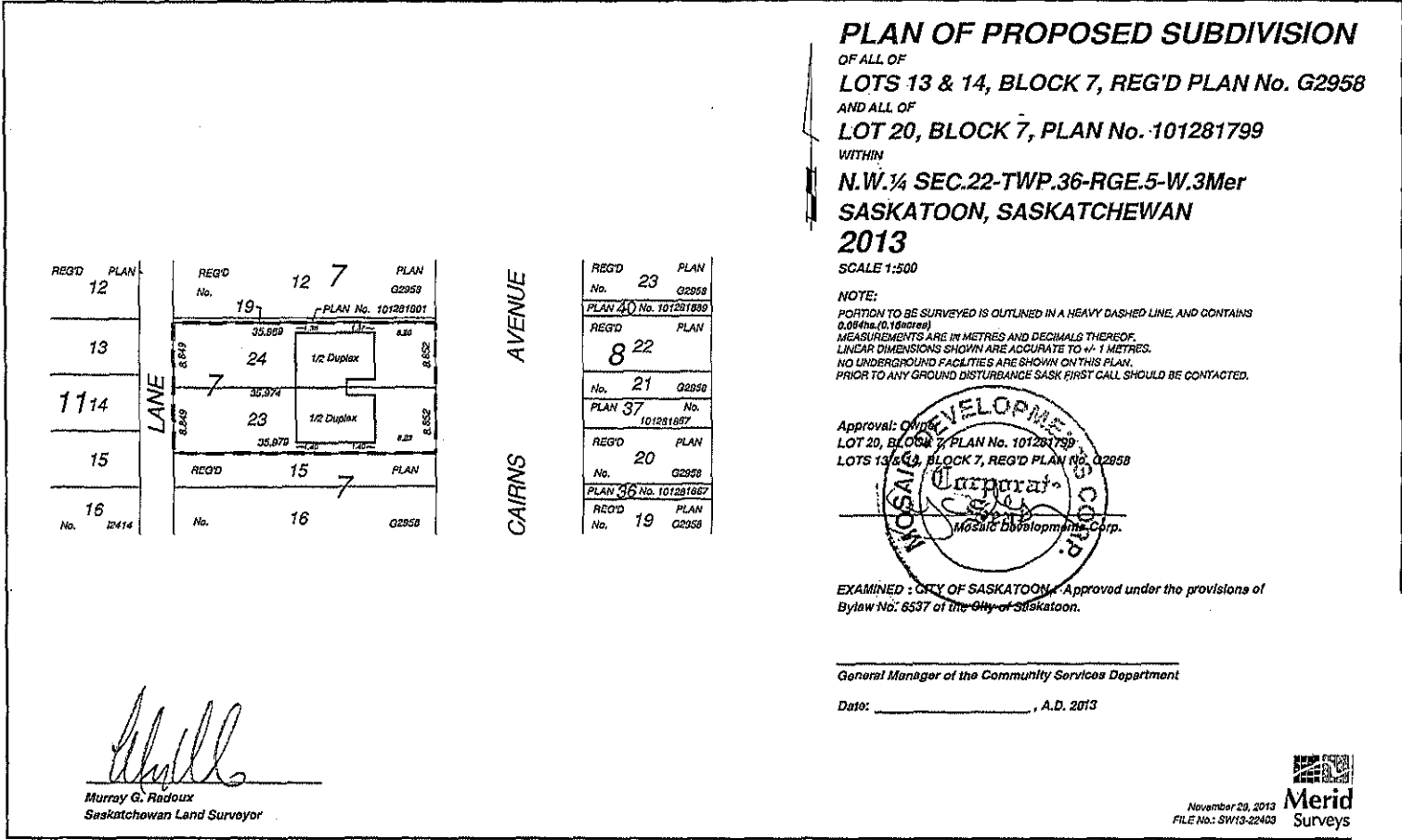
Approved under the provisions of
 Bylaw No. 6537 of the
 City of Saskatoon

Date
 Community Services Department

Prepared by

 © 2013
 13-2602sb NL

Proposed Subdivision No. 2/14

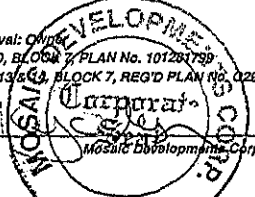


PLAN OF PROPOSED SUBDIVISION

OF ALL OF
LOTS 13 & 14, BLOCK 7, REG'D PLAN No. G2958
 AND ALL OF
LOT 20, BLOCK 7, PLAN No. 101281799
 WITHIN
N.W. ¼ SEC. 22-TWP. 36-RGE. 5-W. 3 Mer
SASKATOON, SASKATCHEWAN
2013

SCALE 1:500

NOTE:
 PORTION TO BE SURVEYED IS OUTLINED IN A HEAVY DASHED LINE, AND CONTAINS
 0.084 Ha (0.16 Acres)
 MEASUREMENTS ARE IN METRES AND DECIMALS THEREOF.
 LINEAR DIMENSIONS SHOWN ARE ACCURATE TO +/- 1 METRES.
 NO UNDERGROUND FACILITIES ARE SHOWN ON THIS PLAN.
 PRIOR TO ANY GROUND DISTURBANCE SASK FIRST CALL SHOULD BE CONTACTED.

Approval: 
LOT 20, BLOCK 7, PLAN No. 101281799
LOTS 13 & 14, BLOCK 7, REG'D PLAN No. G2958

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

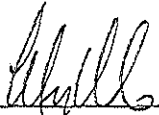
General Manager of the Community Services Department


Date: _____, A.D. 2013

REG'D 12	PLAN G2958	REG'D 12	PLAN G2958
		19	PLAN No. 101281001
13		24	1/2 Duplex
1114		23	1/2 Duplex
15		15	7
16	12414	16	G2958

CAIRNS AVENUE

REG'D 23	PLAN G2958
PLAN 40	No. 101281889
REG'D 8	PLAN 22
No. 21	G2958
PLAN 37	No. 101281887
REG'D 20	PLAN G2958
PLAN 36	No. 101281887
REG'D 19	PLAN G2958


 Murray G. Radoux
 Saskatchewan Land Surveyor

November 20, 2013
 FILE No.: SW13-22403


Proposed Subdivision No. 3/14

CONTRACT AWARD REPORT
Contracts \$50,000 - \$75,000
For the Period September 1, 2013 to December 31, 2013

<u>Date</u>	<u>Project Title</u>	<u>Department</u>	<u>Contractor/Supplier</u>	<u>Contract Amt</u>	<u>Purchase Method</u>
13/10/29	2013-2014 Winter Trucking Assistance	Infrastructure Services	Big G Trucking	\$ 50,000.00	Competitive
13/12/19	Custodial Services - S L & P	Utility Services	Erical Cleaning Services	\$ 50,000.00	Competitive
13/09/11	OneSign VDA License & Maintenance	Police	Inprivata Inc.	\$ 51,562.56	Sole Source
13/09/06	Printing of Remai Art Gallery Plans	Infrastructure Services	Mondrian-Hall	\$ 55,000.00	Competitive
13/10/17	2013 & 2014 Ford Escape	Infrastructure Services	Merlin Ford Lincoln	\$ 55,806.50	Competitive
13/11/06	Archibald Arena Emergency Roof Repairs	Infrastructure Services	Carmont Construction Ltd.	\$ 56,817.76	Sole Source
13/11/13	Bobcat	Utility Services	Bobcat of Saskatoon	\$ 56,915.10	Sole Source
13/09/23	Repair of Trash Compactor	Infrastructure Services	Kramer Ltd.	\$ 57,570.37	Sole Source
13/10/07	Tree Maintenance - Woodlawn Cemetery	Infrastructure Services	Davey Tree Expert Co. of Canada Ltd.	\$ 59,896.20	Competitive
13/11/22	Managed Print Service	Police	WBM Office Systems Inc.	\$ 60,000.00	Competitive
13/11/06	Storage Sheds for SFH & Cosmo	Infrastructure Services	Roy Pegg Management	\$ 62,895.00	Sole Source
13/10/31	Diagnostx Analyser and Warranty	Infrastructure Services	Motorola Solutions Canada Inc.	\$ 63,294.00	Sole Source
13/12/30	Signs for Snow Clearing and Street Sweeping	Infrastructure Services	Linda's Printing Place	\$ 63,675.53	Competitive
13/10/21	HON System Furniture - Report Writing	Police	Officemax / Grand & Toy	\$ 64,681.18	Competitive
13/09/30	Lease & Purchase of Skid Steer	Infrastructure Services	Kramer Rents - The Cat Rental Store	\$ 65,349.14	Competitive
13/11/04/	Turblex Blower Parts & Service	Utility Services	Siemens Canada LTd.	\$ 65,748.90	Sole Source
13/10/16	IBM Flex System	Corporate Services	Anisoft Group Inc.	\$ 68,239.60	Competitive
13/11/13	Streetscape Snow Clearing	Infrastructure Services	GIP Enterprises Ltd.	\$ 69,000.00	Competitive
13/12/31	Portable Radios	Utility Services	Motorola Solutions Canada Inc.	\$ 69,235.10	Sole Source
13/12/20	Golf Course Utility Vehicles	Community Services	Oakcreek Golf & Turf LP	\$ 70,070.00	Competitive
13/09/10	Network Cable	Utility Services	Ecol Electric (Sask) Inc.	\$ 72,103.55	Competitive
13/09/25	Low Voltage Switchgear	Utility Services	ABB Inc.	\$ 73,700.00	Sole Source
13/10/29	2013-2014 Winter Trucking Assistance	Infrastructure Services	Canways Transport	\$ 75,000.00	Competitive
13/11/14	Plumbing Services B.O.	Infrastructure Services	G Mechanical Ltd.	\$ 75,000.00	Competitive

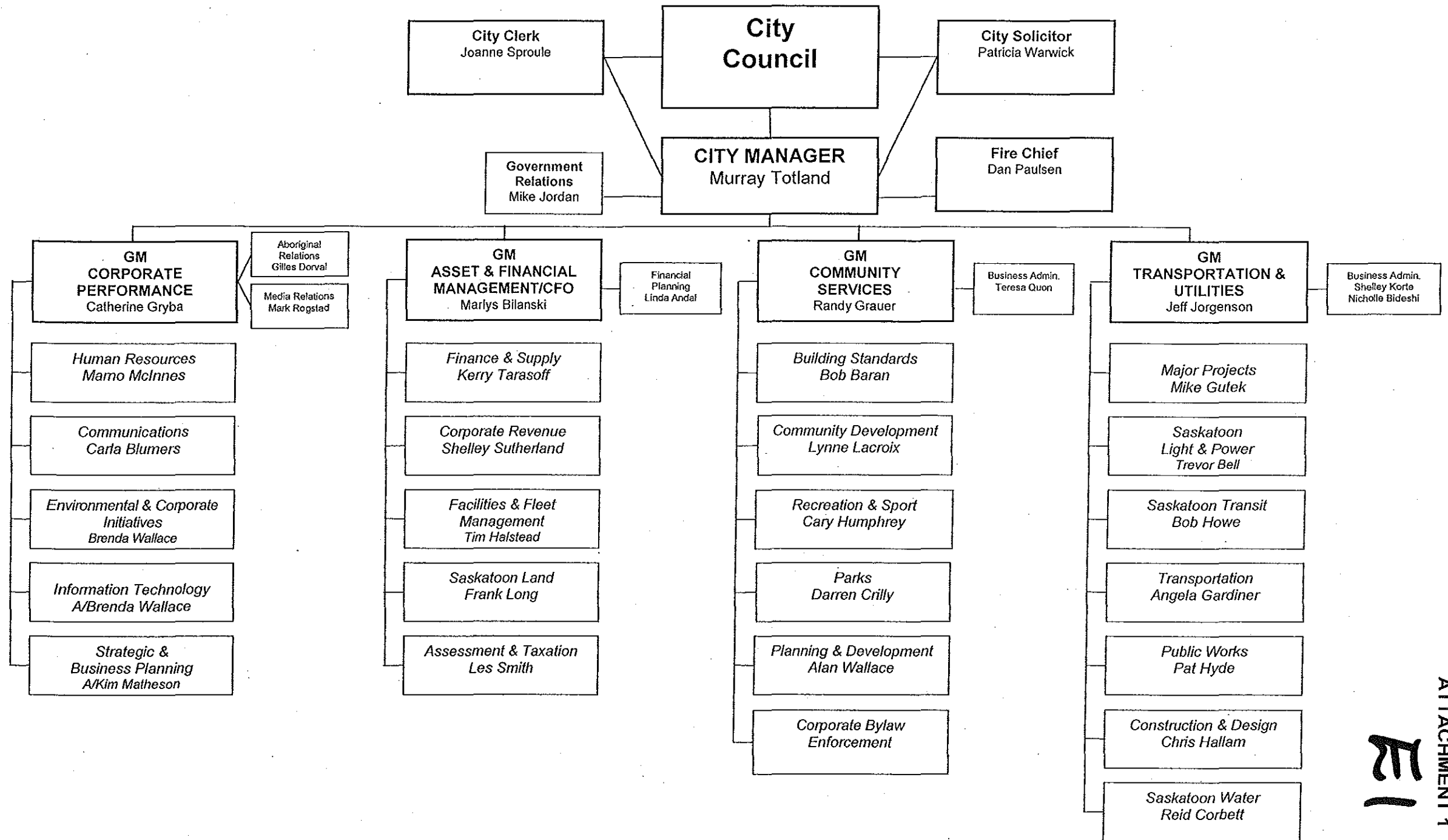
ContractAwardSept2013toDec2013 attach 1.xls

B1

ATTACHMENT 1

Organizational Structure - Corporate Alignment 2013

January 3, 2014



His Worship the Mayor and City Council
The City of Saskatoon

REPORT

of the

PLANNING AND OPERATIONS COMMITTEE

Composition of Committee

Councillor M. Loewen, Chair
Councillor C. Clark
Councillor T. Davies
Councillor R. Donauer
Councillor P. Lorje

1. Age-Friendly Saskatoon Initiative – Phase 2 Report
(Files CK. 5500-1 and RS 5610-3)

RECOMMENDATION: that the information be received.

Attached is a report of the General Manager, Community Services Department dated December 17, 2013, providing highlights of the Age-Friendly Saskatoon Initiative being led by the Saskatoon Council on Aging (SCOA).

Copies of the summary report on Phase 2 of the Age-Friendly Saskatoon Initiative have already been provided to City Council members. The report is available for viewing on the City's website (click "R" and "Reports to Council"), in the City Clerk's Office, and at Frances Morrison Central Library of the Saskatoon Public Library.

Your Committee has reviewed the report with the Administration. Your Committee has also received a presentation from the Saskatoon Council on Aging providing highlights of Phase 2 and the resulting recommendations. The report targets the community as a whole for action and identifies suggested lead agencies for further consideration of the recommended actions. The Administration will be undertaking a review of those where the City has been identified as the lead agency and further reporting will be provided as appropriate.

Your Committee has been advised that the Saskatoon Council on Aging will continue to be involved in further discussions regarding the implementation phase, which will also include evaluation and monitoring components. Your Committee is appreciative of the work of the Saskatoon Council on Aging in leading this initiative and its continued participation.

Following review of this matter, your Committee is submitting the report to City Council for information.

**2. Servicing Agreement
Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon
Stonebridge Neighbourhood
Subdivision No. 40/13
(Files CK. 4131-27 X CK. 4300-013-040 and IS 4111-32)**

- RECOMMENDATION:**
- 1) that the Servicing Agreement with Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon, for a portion of the Stonebridge Neighbourhood to cover Parcels AA and CC, in Section 11, Township 36, Range 5, West of the 3rd meridian, be approved; and
 - 2) that His Worship the Mayor and the City Clerk be authorized to execute the Agreement under the corporate seal.

Attached is a report of the General Manager, Transportation and Utilities Department dated December 9, 2013, requesting approval to enter into a Servicing Agreement to assign responsibility for the construction and payment of various servicing items for institutional property in the Stonebridge Neighbourhood.

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

**3. Request for Funding – Innovative Housing Incentives
119 Avenue S South – Habitat for Humanity Saskatoon Inc.
(Files CK. 750-4 and PL 951-123)**

- RECOMMENDATION:**
- 1) that funding of 10 percent of the total capital cost for the construction of a four-unit dwelling to be located at 119 Avenue S South by Habitat for Humanity Saskatoon Inc., estimated at \$60,000, be approved; and
 - 2) that the City Solicitor be requested to prepare the necessary funding agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated December 30, 2013, recommending funding be provided for a 10 percent capital grant towards the construction of a four-unit dwelling, to be built by Habitat for Humanity Saskatoon Inc. at 119 Avenue S South.

Your Committee has reviewed the report with the Administration and a representative of Habitat for Humanity. It was confirmed the modular homes are currently under construction and will be moved into the city in the spring, with a planned completion date of July or August, 2014. As these modular units are being built in partnership with the Prairie Spirit School Division, the families will provide 500 hours of volunteer labour on other builds or at the Habitat for Humanity ReStore in lieu of a down payment.

Following review of this application, your Committee is supporting the above funding assistance for the project at 119 Avenue S South from the Affordable Housing Reserve, in accordance with Innovative Housing Incentives Policy No. C09-002.

**4. Request for Extension – Innovative Housing Incentives and Sale of Pre-Designated Site – 211 Slimmon Road
(Files CK. 4215-1 X CK 750-4, LA 4217-09-05 and PL 951-90)**

- RECOMMENDATION:**
- 1) that City Council amend the Innovative Housing Incentives Agreement with Habitat for Humanity Saskatoon Inc. to extend the expected completion date for the affordable housing project at 211 Slimmon Road to November 30, 2015; and
 - 2) that the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk execute the agreements under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated December 30, 2013, requesting an extension to agreement to allow Habitat for Humanity Saskatoon Inc. additional time to complete its affordable housing project at 211 Slimmon Road.

Your Committee has reviewed the report and supports the requested extension for this project, as outlined in the above recommendations.

**5. Cress Housing Corporation – Innovative Housing Incentives Transitional Rental Housing – 212 Lindsay Place
(Files CK. 750-4 and PL 951-124)**

- RECOMMENDATION:**
- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a 12-unit apartment building located at 212 Lindsay Place, by Cress Housing Corporation, to a maximum of \$129,600 be approved;
 - 2) that a supplemental Land Cost Differential Incentive of 5 percent of the total capital cost for the purchase and renovation of the apartment building at 212 Lindsay Place, by Cress Housing Corporation, estimated at \$95,348, be approved; and

- 3) that the City Solicitor be requested to prepare the necessary agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated December 18, 2013, recommending that funding be provided for a 9 percent capital grant and for a 5 percent Land Cost Differential Incentive towards the purchase and renovation of a 12-unit dwelling located at 212 Lindsay Place, for transitional rental housing units, to be operated by Cress Housing Corporation.

Your Committee has reviewed and supports the above recommendations for approval of funding from the Affordable Housing Reserve and the land cost differential incentive for the above project.

**6. Central Urban Métis Federation Inc. – Innovative Housing Incentives
Two Transitional Rental Homes – 601 Avenue O North
(Files CK. 750-4 and PL 951-121)**

- RECOMMENDATION:**
- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a two-unit dwelling by the Central Urban Métis Federation Inc., to a maximum of \$36,000 be approved; and
 - 2) that the City Solicitor be requested to prepare the necessary agreements, and His Worship the Mayor, and the City Clerk be authorized to execute the agreements under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated December 16, 2013, recommending funding of a 9 percent capital grant towards the purchase and renovation of a duplex located at 601 Avenue O North, for two transitional rental housing units to be operated by the Central Urban Métis Federation Inc.

Your Committee has reviewed the matter with the Administration and is supporting the above recommendations regarding funding from the Affordable Housing Reserve for the above project.

**7. Saskatoon Downtown Youth Centre Inc. (EGADZ)
Innovative Housing Incentives
Sweet Dreams Project – Transitional Housing for Mothers and Children
600 Queen Street
(Files CK. 750-4 and PL 951-119)**

- RECOMMENDATION:**
- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a transitional rental home for mothers and their children by Saskatoon Downtown Youth Centre Inc. to a maximum of \$90,000 be approved;
 - 2) that a land cost differential incentive of 5 percent of the total capital cost for the purchase and renovation of a transitional rental home for mothers and their children by Saskatoon Downtown Youth Centre Inc. estimated at \$50,250 be approved; and
 - 3) that the City Solicitor be requested to prepare the necessary agreements, and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated December 17, 2013, recommending that funding be provided for a 9 percent capital grant and a 5 percent land cost differential incentive towards the purchase and renovation of an existing residential care home located at 600 Queen Street. The home will provide transitional rental housing to mothers and their children and will be operated by Saskatoon Downtown Youth Centre Inc.

Your Committee has reviewed and supports the above recommendations for approval of funding from the Affordable Housing Reserve and the land cost differential incentive for the above project.

**8. Special Event Policy No. C03-007
Request for Funding – 2014 CIS Men’s Hockey University Cup
(Files CK. 1870-15 and LS 1870-12-2)**

RECOMMENDATION: that funding in the amount of \$25,000 be allocated under the Special Event, Sport category to the 2014 CIS Men’s Hockey University Cup, as this event meets eligibility requirements as outlined in Special Events Policy No C03-007.

Attached is a report of the General Manager, Community Services Department dated December 23, 2013, requesting approval for a Special Event grant for the 2014 CIS Men’s Hockey University Cup being hosted by the University of Saskatchewan from March 20 to 23, 2014, in Saskatoon.

Your Committee has reviewed the request for funding with the Administration. Your Committee has also received a presentation from a representative of the 2014 CIS Men’s Hockey University Cup Organizing Committee, in support of their application.

Your Committee is supportive of the request for funding as outlined in the above recommendation.

**9. Proposed Scope Addition to *Growing Forward! Shaping Saskatoon* Contract
(Files CK. 4110-2 and PL 4110-12-7)**

RECOMMENDATION:

- 1) that the addition of the Long-Term Transit Plan into the *Growing Forward! Shaping Saskatoon* project scope of work be approved and sole sourced to Urban Systems Ltd. for \$200,000; and
- 2) that the City Solicitor be instructed to amend the contract to include the Long-Term Transit Plan outlined in the proposal attached to the December 19, 2013 report of the General Manager, Community Services Department.

Attached is a report of the General Manager, Community Services Department dated December 19, 2013, proposing a scope addition to the *Growing Forward! Shaping Saskatoon* project, which is currently valued at \$1,549,935. The proposed scope addition is for the completion of a Long-Term Transit Plan at a total additional cost of \$200,000.

Your Committee has reviewed the matter with the Administration, including the rationale for proposing the use of consultants for this project in terms of insufficient capacity within Saskatoon Transit to complete the project within existing resources and the required timeframe. Your Committee has also discussed the reasons for recommending sole sourcing of the project to Urban Systems Ltd., to take advantage of their transit expertise and experience on a national and internal scale, to provide for budget efficiencies and maintaining the project schedule, as well as integration with the *Growing Forward! Shaping Saskatoon* initiative, and as further identified in the submitted report.

Following review of this matter, your Committee is supporting the above recommendations regarding the addition to the scope of the *Growing Forward! Shaping Saskatoon* project to include the Long-Term Transit Plan.

**10. Urban Design Streetscape Projects Update
(Files CK. 4110-1 and PL 216-01)**

RECOMMENDATION: that the information be received.

Attached is a report of the General Manager, Community Services Department dated December 16, 2013, providing an update on the 2013 Urban Design Streetscape capital project highlights, and presenting the 2014 Urban Design Streetscape Projects.

Your Committee has reviewed the report with the Administration, including funding for the program and projects currently planned for 2014. Your Committee is forwarding the report to City Council for information.

Respectfully submitted,

Councillor M. Loewen, Chair

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 17, 2013
SUBJECT: Age Friendly Saskatoon Initiative – Phase 2 Report
FILE NO.: CK 5500-1 and RS 5610-3

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

TOPIC AND PURPOSE

The purpose of this report is to provide highlights of the Age Friendly Saskatoon Initiative being led by the Saskatoon Council on Aging (SCOA). The Summary report on Phase 2 of the initiative is attached and will be formally presented to the Planning and Operations Committee by representatives from SCOA (see Attachment 1).

REPORT HIGHLIGHTS

1. The Age Friendly Saskatoon Initiative is intended to have key community stakeholders work together in supporting efforts that advance the dignity, health, and independence of older adults.
2. This Age Friendly Initiative is consistent with the City's aspiration for a desirable quality of life for all residents and will help in promoting an inclusive community and, in particular, the inclusion of all older adults in community life.
3. The end goal of the Age Friendly Saskatoon Initiative is to develop a policy framework for positive aging that would enable the vision of age friendly communities that value and empower older adults, improve their health and well being, promote workforce participation, independence and mobility, support community participation, and provide information and improved communication with older adults.
4. The "Age-friendly Saskatoon Initiative: Recommendations" report aims to raise awareness about the urgency of a population that is aging and more specifically about the experience of growing old in Saskatoon.

STRATEGIC GOALS

The Age Friendly Saskatoon Initiative is directly tied to the Strategic Goal of Quality of Life and, specifically, to the four-year priority of developing age friendly initiatives to enhance quality of life as people age. The age friendly initiative also references the built environment, so is tied to the Moving Around Strategic Goal and the four-year priority of exploring options to improve curb, sidewalk, and facility accessibility for wheelchair users and citizens with limited physical mobility. This initiative also addresses the ten-year strategy of supporting the integrated transportation network for pedestrians and bikes within parks, and having pathways, cycling lanes, and sidewalks within the neighbourhoods.

BACKGROUND

In early 2011, the Saskatoon Council on Aging (SCOA) adopted the World Health Organization's (WHO) "Age Friendly Cities" model as a critical way to support seniors to age positively in our city. This decision arose from the belief that aging positively means leading active, socially engaged, and independent lives.

The Age Friendly Saskatoon Initiative aims to develop a policy framework for positive aging that would enable a truly age friendly city where older adults are both valued and empowered throughout their life.

SCOA completed Phase 1 of the Age Friendly initiative in 2012, and presented a report to the Executive Committee titled, "Age Friendly Saskatoon Initiative: Findings Report - Positive Aging for All".

Phase 2 of the Age Friendly Saskatoon Initiative has been carried out over the past 18 months and involved community asset mapping, gap identification, and formulation of recommended actions. The voices of older adults and community stakeholders captured through consultations provided the foundation for the recommended actions.

The Administration, through the Community Services Department, has been actively involved with SCOA and been very supportive of the Age Friendly Saskatoon Initiative since the beginning of the project. This Age Friendly Saskatoon Initiative is consistent with the City's aspiration for a desirable quality of life for all residents and will help in promoting an inclusive community and in particular the inclusion of all older adults in community life.

REPORT

This report is to provide an update on the Age Friendly Saskatoon Initiative and to have representatives from SCOA present a copy of the final report on the work SCOA has undertaken as part of Phase 2.

The Phase 2 report, "Age-friendly Saskatoon Initiative: Recommendations", calls for new approaches to the way that our community responds to the issues of an aging population. Saskatoon's older adults must be supported to age with dignity through changing attitudes, policies, and practices and sustained by a strong community commitment. The report summarizes consultation findings and presents recommended actions that aim to:

- i. prepare all stakeholders for the growing numbers and increasing urbanization of older adults;
- ii. ensure older adults live with dignity and security with full access to the supports they require within the WHO's eight dimensions of an age-friendly city;
- iii. promote aging in place and active, healthy aging; and
- iv. develop research on aging that informs policy making.

The “Age-friendly Saskatoon Initiative: Recommendations” report presents recommendations for community change intended to establish Saskatoon as an age friendly city and aims to raise awareness about the urgency of population aging, and more specifically, about the experience of growing old in Saskatoon. It recommends moving forward to incorporate recommended actions into the strategic plans of the identified lead agency.

The Administration acknowledges the work SCOA has been undertaking with the Age Friendly Saskatoon Initiative and sees this as a great example of a non-profit organization contributing to the overall priorities of the City’s Strategic Plan. The Administration also sees a very strong connection to the mandate of the City and many of the key dimensions shaping age-friendly city living; more specifically, in the dimensions of:

- a) outdoor spaces and buildings;
- b) transportation;
- c) housing;
- d) social participation;
- e) respect and social inclusion;
- f) civic engagement and employment; and
- g) communication and access to information.

The Administration will continue to be involved on the steering committee of the Age Friendly Saskatoon Initiative and looks forward to the next, and final, phase on the initiative. Phase 3 will be the implementation phase and begins with the suggested lead agencies implementing the recommended actions proposed in Phase 2. The City plays a significant role in delivering programs and services in many of the key dimensions noted above, thus, there are a number of action items where the City of Saskatoon has been identified as the lead agency.

FINANCIAL IMPLICATIONS

There are no financial implications of this report. All funding support provided by the City to SCOA for this project has been previously approved.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Throughout the development of the Phase 2 summary report, SCOA has engaged numerous organizations and agencies that have a role to play in the provision of programs and services for seniors. SCOA has also hosted focus group discussions with many seniors along the way. In particular, the community consultation forum in April 2013 had 100 participants representing a wide variety of community based organizations, and SCOA connected with an additional 30 for feedback following the forum.

COMMUNICATION PLAN

A copy of this report will be posted on the City's website to help spread the word that in order to make Saskatoon truly age friendly it will take the efforts of all agencies, organizations, and citizens. The Administration will also be sharing copies of this document with all departments within the City in order to ensure the recommendations within the report are included as part of departmental work plans going forward.

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.

ATTACHMENT

1. "Age Friendly Saskatoon Initiative: Recommendations" Phase 2 Report

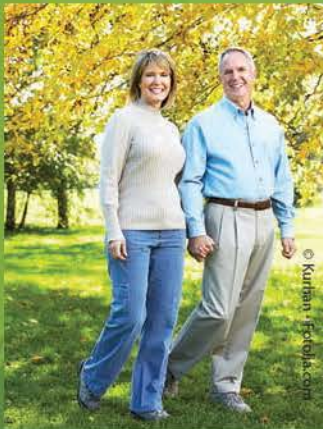
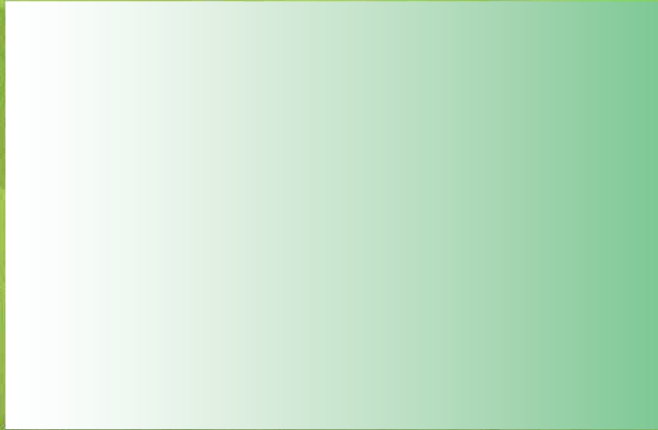
Written by: Lynne Lacroix, Director of Community Development

Approved by: "Teresa Quon" for
Randy Grauer, General Manager
Community Services Department
Dated: "December 23, 2013"

cc: Murray Totland, City Manager



Positive Aging for All



Age-Friendly Saskatoon Initiative: Recommendations

Message from Mayor Atchison

I would like to congratulate the Saskatoon Council on Aging on the completion of Phase 2 and the creation of the *Age-Friendly Saskatoon Initiative: Recommendations* document.

Saskatoon is a an exciting place to live, work and play, rich with economic activity, a multitude of green spaces, strong communities, and a high quality of life. People, young and old, are active and integral members of our neighbourhoods and the city. At the same time, we know that the city is growing and changing. There are more people, more immigrants, more students, and in particular, more older adults. Not only is the older adult population growing faster than ever before, they are culturally, economically, and socially diverse.



Like many other large municipalities in Canada and around the world, the City of Saskatoon is responding to this changing population. The City Council took the step of supporting the Saskatoon Council on Aging's **Age-Friendly Saskatoon Initiative** Phase 1 and Phase 2. Both were consistent with the Saskatoon Speaks visioning process looking at the qualities and values necessary to grow Saskatoon into the city of its future. Both express values and leadership commitments like sustainable economic prosperity, cultural diversity, high quality of life and environmental responsibility.

In keeping with the city's Strategic Plan 2012-2022, the Saskatoon Council on Aging *Age-Friendly Saskatoon Initiative: Recommendations* document represents a significant step towards enhancing the quality of life of older adults in our community. Based on extensive background research and open dialogue with the community, it provides advice and recommendations in key service areas of municipal responsibility: infrastructure, buildings and outdoor spaces, transportation, recreational activities, and support services.

Donald J. Atchison
Mayor, City of Saskatoon

Message from the Honourary Chair

Saskatoon strives to be an inclusive community with a goal of providing a desirable quality of life for all its citizens including an increasing population of older adults. It is estimated that by 2032 people over the age of 65 will make up about one-fifth of our city's rapidly growing population.

Planning is critical for a developing Saskatoon that values older adults. Aware of the need to plan, the Saskatoon Council on Aging (SCOA) adopted the World Health Organization's age-friendly research protocol to consult with older adults, organizations and service agencies to identify programs and services needed to help seniors maintain their health, fitness and social well being.



The *Age-friendly Saskatoon Initiative: Recommendations* report identifies the steps needed to implement recommendations that emerged from this broad consultation. This foundational document will enable organizations, service providers, community groups and governments to better coordinate programs and services for older adults. We look forward to seeing progress on the implementation of the recommended actions arising out of this report.

The Saskatoon Council on Aging is grateful for the financial support and contributions from older adults and the community that enables it to pursue its vision of positive aging for all. It also appreciates the valuable hours of work contributed by its volunteers. You are helping us to be successful in achieving our goals of an inclusive community that is age-friendly for all.

I am proud to be a part of this important effort.

Vera Pezer, Ph.D.
Chancellor Emerita, University of Saskatchewan
Honourary Chair, Age-friendly Saskatoon Initiative



Photo Credit: Tourism Saskatoon

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Appreciation is extended to:

Age-friendly Saskatoon Initiative Steering Committee:

- Honourary Chair: Dr. Vera Pezer, Chancellor Emerita, University of Saskatchewan
- Co-chairs: Candace Skrapek and Dr. Murray Scharf
- SCOA Representatives: Muriel Baxter, Mercedes Montgomery and Elliot PausJenssen
- Community Champion: Dr. Hervé Langlois
- Saskatoon Regional Health Authority: Donna Bleakney, Director and David Gibson, former Director, Seniors' Health and Continuing Care
- City of Saskatoon: Lynne Lacroix, Director of Community Development, Community Services Department
- University of Saskatchewan: Dr. Donna Goodridge, Faculty, College of Nursing and Dr. Haizhen Mou, Faculty, School of Public Policy
- Saskatoon Housing Authority: Eleanor Cardoza, Board Member
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- Project Coordinator: Cheryl Loadman

Age-friendly Saskatoon Initiative Working Committees:

Asset Mapping Committee:


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Age-friendly Saskatoon Initiative Partner Organizations:

- City of Saskatoon
- University of Saskatchewan
- Saskatoon Health Region
- Saskatoon Public Library
- Saskatchewan Abilities Council
- Saskatchewan Seniors Fitness Association
- Services for Seniors
- Saskatoon Housing Authority
- Saskatoon Community Clinic Kokums Group



The Age-friendly Saskatoon Initiative Phase 2 was made possible through funding from the City of Saskatoon, United Way of Saskatoon and Area, the Saskatoon Health Region and the Saskatoon Council on Aging.

Community Consultations: Forum Participants

Affinity Credit Union
Alzheimer Society of Saskatchewan
Avenue Community Centre for Sexual Diversity
Canadian Mental Health Association - Saskatoon
Canadian National Institute for the Blind
Catholic Family Service Saskatoon
City of Saskatoon – City Councillor
City of Saskatoon - Community Development
City of Saskatoon – Planning and Development
City of Saskatoon - Strategic and Business Planning
City of Saskatoon- Community Services
City of Saskatoon -Transportation
Community Legal Assistance Services for Saskatoon
Inner City Inc.
Dakota Dunes Community Development Corporation
Fairfield Seniors Centre
Families Advocating for Care of the Elderly
First Step Program (Field House/City of Saskatoon)
Government Relations
Heart and Stroke Foundation of Saskatchewan
La Fédération des Francophones de Saskatoon
LutherCare Communities
Martensville New Horizon's Centre
MD Ambulance
Member of Parliament - Government
Member of the Legislature – Government
Member of the Legislature - Opposition
Mendel Art Gallery
Mennonite Church of Saskatchewan
Ministry of Health
Ministry of the Economy, Apprenticeship and Workforce
Skills Branch
North Saskatchewan Independent Living Centre
Parkinson Society of Saskatchewan
Parkridge Centre
Persephone Theatre
Prairie Hospice Society Inc.
READ Saskatoon
Saint Thomas More College
Saskatchewan Association for Community Living
Saskatchewan Deaf & Hard of Hearing Services
Saskatchewan Housing Corporation
Saskatchewan Housing Initiative Partnership
Saskatchewan Population Health & Evaluation
Research Unit
Saskatchewan Seniors Mechanism
Saskatchewan Society of Occupational Therapists
Saskatoon and Region Home Builders Association
Saskatoon Anti-Poverty Coalition
Saskatoon Community Clinic
Saskatoon Community Foundation
Saskatoon Council on Aging
Saskatoon Cycles
Saskatoon Health Region - Community Health
Saskatoon Health Region - Geriatric Evaluation & Management
Saskatoon Health Region - In Motion
Saskatoon Health Region - Mental Health & Addiction Services
Saskatoon Health Region - Public Health Services – Older Adult Wellness
Saskatoon Health Region - Seniors' Health and Continuing Care
Saskatoon Health Region: Mental Health & Addictions Services
Saskatoon Hospice Foundation Inc.
Saskatoon Housing Authority
Saskatoon Open Door Society
Saskatoon Police Service
Saskatoon Public Library
Saskatoon Seniors Continued Learning Inc.
Services for Seniors
Sherbrooke Community Centre
SIAST – Nursing Division
St. Andrew's Presbyterian Church
St. George's Seniors Citizen's Club
St. Paul's Hospital
St. Peter and St. Paul Senior Citizen Club
The Arthritis Society of Saskatchewan
The Saskatchewan Voice of People with Disabilities
Tourism Saskatoon
Ukrainian Catholic Eparchy of Saskatoon
United Church
United of Way of Saskatoon and Area
University of Regina School of Social Work
University of Saskatchewan College of Nursing
Volunteer Saskatoon
Warman Seniors Service Drop-In Centre
YWCA

Executive Summary

Older adults are a vibrant and vital part of Saskatoon and surrounding communities. In the next 20 years this population is expected to almost double. A booming older population has much to offer the cultural and economic life of our city. A growing and increasingly urban older adult population will require innovative and proactive policies, strategies and programs to ensure an optimal quality of life for all.

The **Age-friendly Saskatoon Initiative** has applied the research process set out by the World Health Organization Global Age-friendly Cities: A Guide (WHO 2007). The Guide provides a roadmap for addressing the issues of population aging and increasing urbanization through local research and action.

In response to anticipated dramatic demographic changes, the Saskatoon Council on Aging (SCOA) launched the **Age-friendly Saskatoon Initiative** in 2011. The project includes three phases:

- Phase 1: Background research and consultations with Saskatoon's older adults
- Phase 2: Asset mapping, gap analysis and development of recommended actions
- Phase 3: Implementation of recommended actions and development of a comprehensive system to monitor and evaluate progress

Work on Phase 1 was completed in February 2012 and the findings presented in the *Age-friendly Saskatoon Initiative: Findings report*. In a community assessment, participants identified age-friendly features of the community that supported quality of life and independence for older people, aspects of city living that needed improvement and ways to make Saskatoon and environs more age-friendly.

World Health Organization (WHO) eight dimensions shaping age-friendly city living include:

- outdoor spaces and buildings
- transportation
- housing
- social participation
- respect and social inclusion
- civic participation and employment
- communication and information
- community support and health

Using the WHO framework connects SCOA's work to well researched models, to the WHO global age-friendly network and other age-friendly communities



“An age-friendly city encourages active ageing by optimizing opportunities for health, participation and security in order to enhance quality of life as people age. In practical terms, an age-friendly city adapts its structures and services to be accessible to and inclusive of older people with varying needs and capacities.”
WHO 2007

Phase 2 of the initiative involved community asset mapping, gap identification and formulation of recommended actions. The voices of older adults and community stakeholders captured through consultations provided the foundation for the recommended actions.

This Phase 2 report, *Age-friendly Saskatoon Initiative: Recommendations*, calls for new approaches to the way that our community responds to the issues of an aging population. Saskatoon’s older adults must be supported to age with dignity through changing attitudes, policies and practices and sustained by a strong community commitment. The report summarizes consultation findings and presents recommended actions that aim to:

- Prepare all stakeholders for the growing numbers and increasing urbanization of older adults
- Ensure older adults live with dignity and security, with full access to the supports they require within the WHO eight dimensions of an age-friendly city
- Promote aging in place and active, healthy aging
- Develop research on aging that informs policymaking

The *Age-friendly Saskatoon Initiative: Recommendations* report presents recommendations for community change intended to establish Saskatoon as an age-friendly city.

Introduction

What makes a community successful? One important measure is how well it meets the needs of its citizens in all stages of their lives. Is it safe? Affordable? Walkable? Healthy? Inclusive? Accessible? Is it a great place to grow up and grow old? In short, is it “age-friendly?”

The Saskatoon Council on Aging, through its **Age-friendly Saskatoon Initiative**, seeks to enhance and accelerate age-friendly development work in Saskatoon and surrounding communities. Launched in 2011, the project advances an important community dialogue about aging and helps to identify tangible steps to prepare for the huge demographic shift that an aging population presents. It is aimed at establishing Saskatoon as an age-friendly city where older adults can lead healthy independent lives and are active and engaged members of the Saskatoon community. It challenges us all to think differently about the older adult population.

Phase 1 activities focused on a community assessment involving over 500 older adults who shared their lived experience. The data collected provided the empirical research and baseline information that described the contexts, issues, needs and factors promoting or hindering positive aging in an age-friendly community of Saskatoon and surrounding metropolitan region. This phase, completed in 2012, culminated in the release of the summary report *Age-friendly Saskatoon Initiative: Findings*.

Photo Credit: Tourism Saskatoon





Phase 2 began with an age-friendly policy review and the development of a framework based on WHO policy outcomes. Phase 2 activities synthesized the data from Phase 1 and focused on assessing Saskatoon's assets and gaps through research, consultations and dialogue with over 100 Saskatoon and area service providers. The aim of Phase 2 was to develop a plan of concrete recommendations that address the needs of older adults now and in the future. These recommended actions are intended for inclusion in the strategic action plans of key community agencies.

The recommended actions are aimed at creating a community that supports older adults to be active and engaged. Phase 2 addresses the question: how do we create places that truly meet the needs and aspirations of all citizens? Older adults must be part of the processes that directly impact them and the community in which they live. As we prepare for the largest generation of older adults in history, making communities more age-friendly must be a central goal for all.

This report presents an innovative approach to addressing the specific and evolving needs of older adults of Saskatoon and area. It is the product of extensive background research and open dialogue with the community and represents a significant initiative designed to enhance the quality of life of older adults in our community. Above all, the recommendations reflect what we heard in conversations with Saskatoon's older adults and service providers.

Photo Credit: Tourism Saskatoon

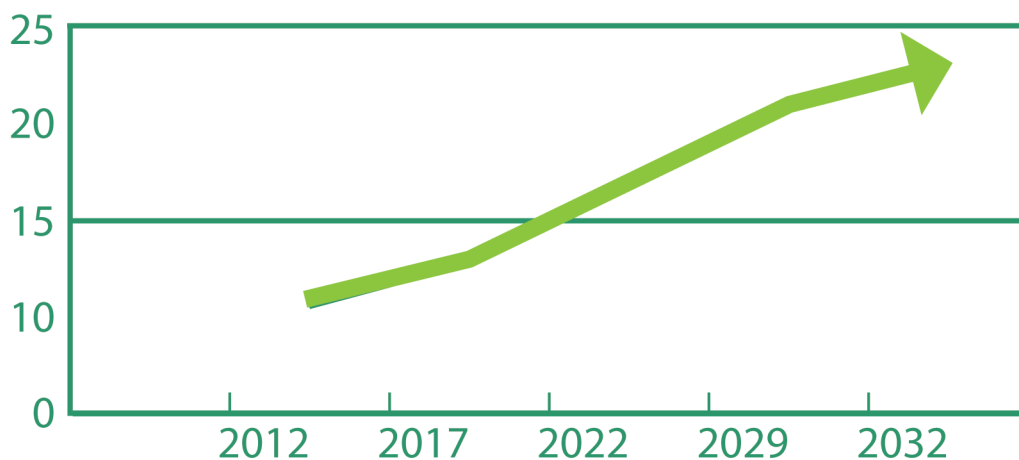


Community Profiles: Older Adults in Saskatoon

What's the urgency?

Saskatoon citizens are living longer and the proportion of older adults in the total population is increasing. The largest population increase in the next thirty years will occur in the over 65 age group. The long anticipated demographic impact of the boomer population, along with a steady rise in life expectancy accounts for the increase. At nearly 13 percent of the total population now, this age group is expected to increase to 20 percent by 2032 based on low growth projection. (See Figure 1)

Figure 1: Projected % of Older Adult Population in Total Population, City of Saskatoon, Low Growth Scenario
Percentage

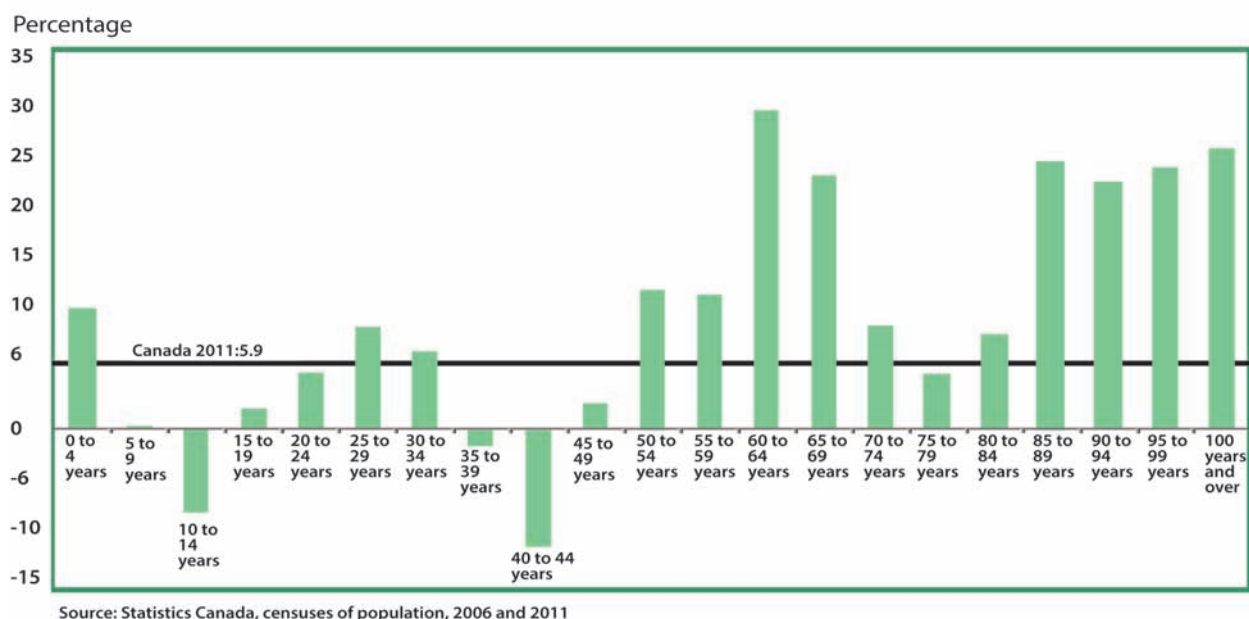


Source: City of Saskatoon and Saskatoon Census Metropolitan Area Population Projection 2012-2032, March 2013

Canada's getting older: the pattern of the future

According to the 2011 Canada Census, the highest growth rate between 2006 and 2011 occurred in the 85 to 100 and over age groups. These trends, along with the impact of the boomer population, will likely continue in the coming decades (See Figure 2).

Figure 2: Growth rate(%) of age groups between 2006 and 2011, Canada



The fast growing 65 and over age group consists of multiple generations that have vastly differing expectations, needs, abilities, experiences, levels of education, health and wealth. This demographic is becoming more diverse due to a growing aboriginal population, increasing immigration and ongoing urbanization. Large numbers of older adults will have a profound and lasting economic and social impact on our community. Existing resources will not meet the needs of this population group.

These demographic trends create an urgency to focus public policy on positive aging strategies and to shift thinking from doing *for* to doing *with* by engaging older adults themselves in future planning.

“The societies that adapt to this changing demographic can reap a sizeable ‘longevity dividend,’ and will have a competitive advantage over those that do not.”

Dr. Margaret Chan, Director-General of the World Health Organization

Community Engagement: The Process

The Saskatoon Council on Aging launched the **Age-friendly Saskatoon Initiative** in 2011 to address the absence of a provincial or municipal population aging strategy. Older adult voices have not been heard nor have they been directly engaged in the development of policies or programs to address their needs and concerns.

The **Age-friendly Saskatoon Initiative** began the process to implement the age-friendly cities model developed by the World Health Organization (WHO). The aims were to:

- Promote civic engagement and volunteerism among Saskatoon's older adults
- Gather baseline information to define and describe the contexts, issues, needs and factors promoting or hindering positive aging in an age-friendly community for Saskatoon and environs
- Provide a common foundational planning document for community-based organizations, seniors' groups, and governments to support the development and coordination of their policies, programs and services directed toward older adults

Research Process

The research process in all phases of the **Age-friendly Saskatoon Initiative** incorporates the research protocol of the WHO Age-friendly Cities Project Methodology: the Vancouver Protocol (2007) which involves both participatory and qualitative research. This research method provides a road map for addressing the issues of population aging and increasing urbanization through local research and action.

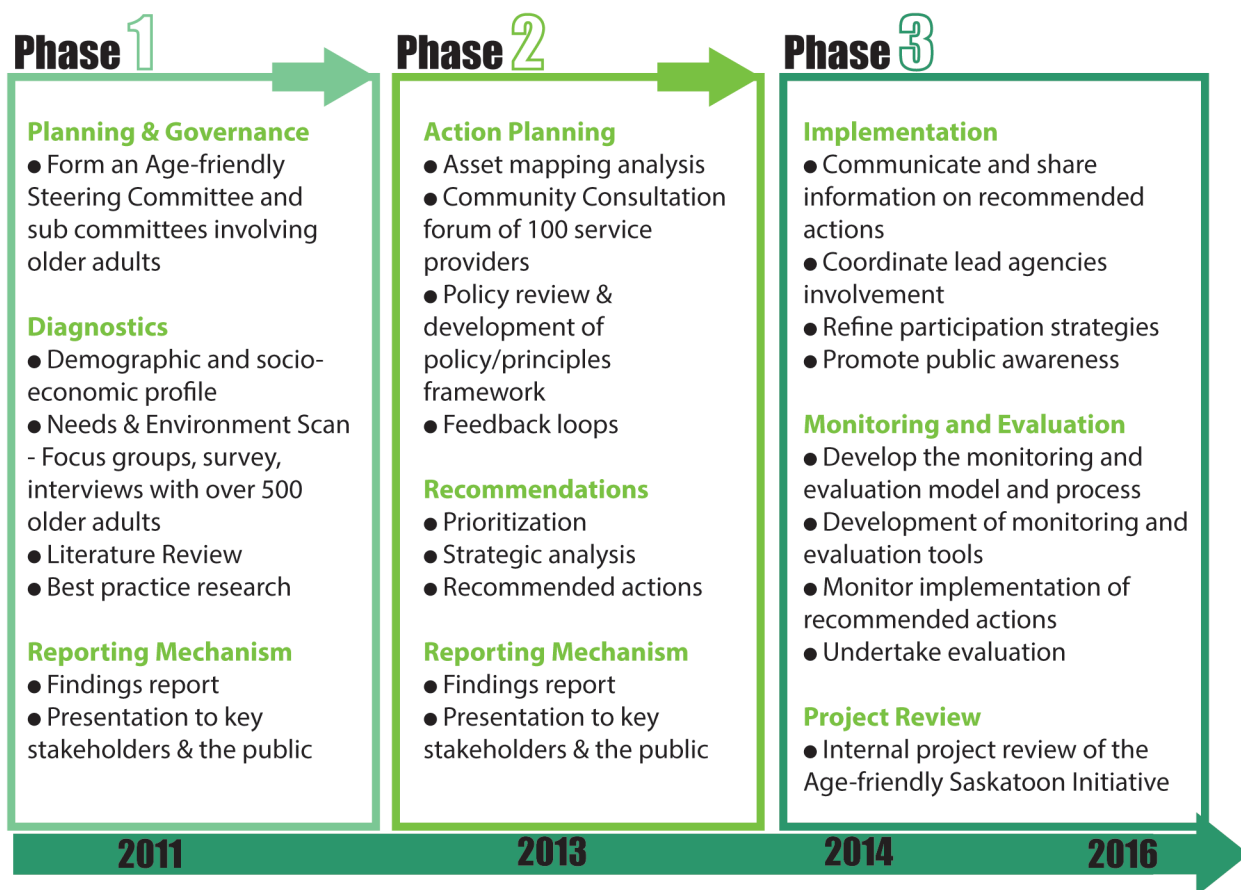
The Phases of the Age-friendly Saskatoon Initiative

Phase 1 of this multi-phased initiative involved focus groups, surveys and interviews with more than 500 older adults, caregivers and service providers. The information and findings highlighted their experiences with respect to growing older in Saskatoon and their ideas and suggestions for making Saskatoon more age-friendly.

The Phase 1 Report *Age-Friendly Saskatoon Initiative: Findings* and its accompanying technical report highlighted many findings including that Saskatoon is a great place to live if you have family and community support, financial security, your own transportation, and are healthy and physically able; and winter presents particular challenges for older adults.

Phase 1 Participants

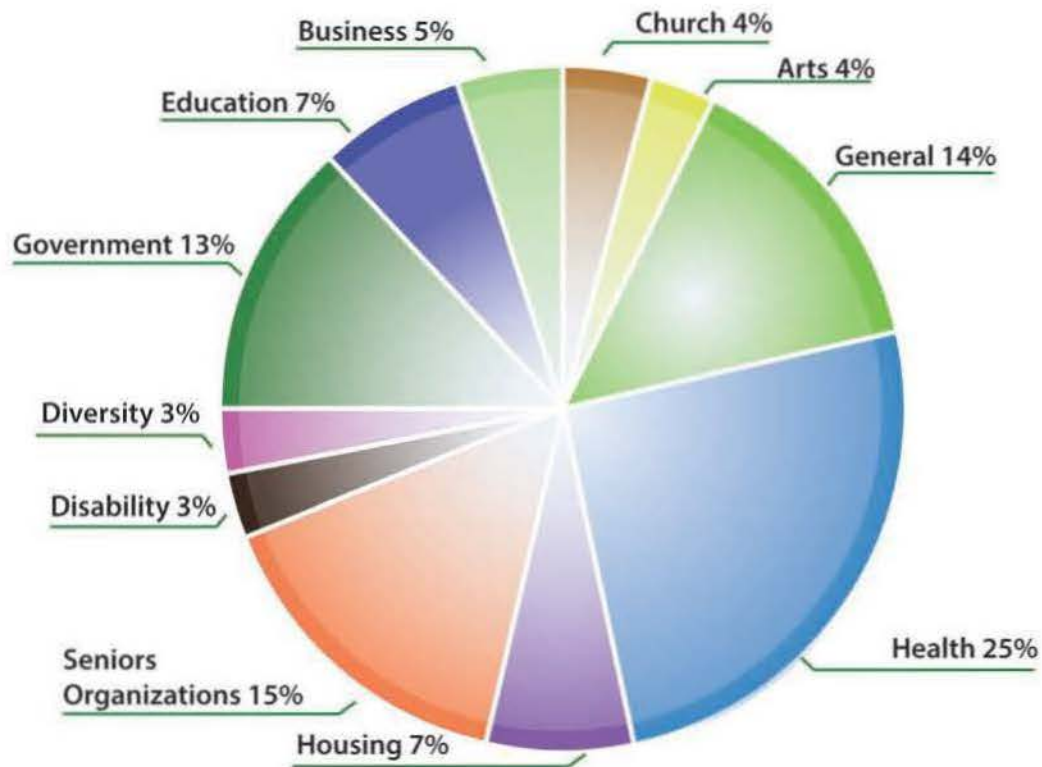
- Older adults in most neighbourhoods of Saskatoon and the surrounding rural areas
- Formal and informal caregivers
- Older adults with a variety of health and mobility challenges
- Various income levels in the population
- Aboriginal and immigrant communities
- Business community
- Community-based organizations and public agencies serving seniors



Phase 2 of the **Age-friendly Saskatoon Initiative** began in January 2013. The key activities included:

1. Interviews with **Age-friendly Saskatoon Initiative** partner organizations and other key community stakeholders providing service to older adults in Saskatoon to uncover the existing strengths and attributes already in existence.
2. A community consultation forum in April 2013 involving over 100 representatives of community organizations and further consultations with another 30 organizations.
3. Development of an inventory of community assets and gap identification.
4. Validation of findings from the community consultation forum participants.
5. Synthesis of data collected from Phase 1 and Phase 2 consultations.
6. Development of a planning document with recommendations for action to be provided to key stakeholders for inclusion in their strategic action plans.

Phase 2 Community Consultation Forum Participants



A broad range of stakeholders were included in the community consultation forum. An additional 30 organizations provided feedback and input during the subsequent validation of findings process.

Photo Credit: Tourism Saskatoon



Key dimensions of an Age-Friendly City: Community Assessment and Recommendations

This section of the report is a summary description of the information gathered on each dimension through research and consultation with older adults in Phase 1 and with service providers in Phase 2.

- **What We Heard - Key Assets** – an inventory of the key community assets in Saskatoon as described to us by older adults and by service providers.
- **What We Heard – Gaps** – an account of the gaps and challenges that older adults and service providers identify as significant to them and that create barriers to Saskatoon being considered an age-friendly city.
- **Recommended Actions** – summarized recommended actions based on comments and ideas put forward by older adults and service providers.
- **Suggested Lead Agency** – an agency that could be responsible for implementation of the recommended action. This is not an inclusive list but rather serves as the starting point in the identification of ownership for a recommended action.

Full details of the information gathered in each dimension are provided in the *Age-friendly Saskatoon Initiative: Recommendations - Technical Report*.

#1 Outdoor Spaces And Buildings

Well planned, accessible and welcoming outdoor spaces and buildings encourage active aging and aging in place and allow participation of all ages in Saskatoon's community life. Pleasant, clean environments and green spaces contribute to the age-friendliness of the city. Adequate seating areas, age-friendly pavements, walkways and bicycle paths, safe pedestrian crossings, secure spaces, accessible buildings and public washrooms enable independence, community involvement, physical activity, socialization, environmental stimulation and an overall sense of a healthy, age-friendly community.

What We Heard - Key Assets

Participants identify Saskatoon as a green and clean city that generally offers a good quality of life. Character neighbourhoods and a well-developed park system including the Meewasin trail and many parks and community gardens exist. The City of Saskatoon is working to design and improve streets, sidewalks and outdoor areas, and to increase accessibility to public buildings. Safety and security is a priority for the Saskatoon Police Service and the Saskatoon Fire and Protective Service. Citizens have access to a range of events, summer and winter, and a strong helping community.

What We Heard - Gaps

Views on outdoor spaces and buildings are influenced by mobility, accessibility, location and weather. Older adults experience accessibility challenges in many outdoor spaces and buildings. These vary by season and area of the city. Winter, of course, presents many challenges for young and old alike. Many participants identify the need for agencies such as the City of Saskatoon, businesses and the Saskatoon Health Region to understand and adopt age-friendly planning and design principles.



Photo Credit: Tourism Saskatoon



#1 Outdoor Spaces And Buildings

	Recommended Actions	Suggested Lead Agency
Outdoor Spaces	<p>Assess needs and develop appropriate actions to ensure existing and planned outdoor spaces and buildings are age-friendly.</p> <p>Engage older adults in planning processes.</p>	<ul style="list-style-type: none"> • City of Saskatoon
Public Safety	<p>Implement mandatory age-friendly education for police, firefighters and other emergency responders.</p> <p>Develop and deliver public awareness workshops for older adults about access to emergency services and emergency preparedness.</p>	<ul style="list-style-type: none"> • City of Saskatoon
Services in the Community	<p>Incorporate an age-friendly policy lens in the development and delivery of current and future community policies, programs and services.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Community Based Organizations • Business Groups • Saskatoon Health Region
Buildings	<p>Create initiatives for builders, planners and designers to educate them about the design needs of older adults that support aging in place.</p> <p>Implement a “universal design” standard to be applied to all new public and private buildings.</p> <p>Assess needs and develop appropriate actions to ensure existing buildings are age-friendly.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Sask. Housing Corporation • Builders and Developers • Saskatoon Health Region
Other	<p>Promote and support creation of age-friendly initiatives in rural communities</p>	<ul style="list-style-type: none"> • Government of Saskatchewan • SARM

#2 Transportation

Transportation, including walking, biking, driving and public and private transport, is a key factor influencing active aging. It is an aspect of community life that impacts many other areas. Ease of mobility enables independence and well being by allowing older adults to participate fully in day to day activities. The importance of available, affordable and accessible transportation options increases during winter months.

What We Heard - Key Assets

Saskatoon's transit system includes fixed route bus service, Access Transit and taxi services. The City of Saskatoon is actively managing its transit system to respond to the needs of a growing population and increasing numbers of older adults. A well developed network of walking paths, bike routes and roadways exists. The Saskatchewan Transportation Company (STC) provides a province wide bus service. Other groups such as supportive living facilities provide specialized transportation services.

What We Heard - Gaps

Views on public transportation are influenced by health, location and level of income. Participants identify challenges including affordability, safety, availability of bus service, ice and snow barriers, lack of age-friendly customer service and challenges in qualifying for and obtaining Access Transit. Others note a variety of parking issues and the poor condition of streets and sidewalks. Rural participants report increasing isolation due to diminishing bus routes. As well, they lack familiarity with city transit routes. Both urban and rural participants indicate that information on transportation options is hard to find.



“Transportation is so important to our well-being. I sometimes feel trapped at home because I have no way of getting to where I want to go.”

Focus Group Participant

#2 Transportation

	Recommended Actions	Suggested Lead Agency
Public Transit	Assess needs and develop policies and actions to provide age-friendly public transportation services including: discount bus passes for seniors, free access for attendants, talking buses, electronic signage, buses with lifts, and snow and ice management at stops.	<ul style="list-style-type: none"> City of Saskatoon
Specialized Transit	<p>Review service standards, current and future system demand, client needs and eligibility criteria.</p> <p>Increase funding for Access Transit expansion.</p>	<ul style="list-style-type: none"> City of Saskatoon
Other transportation	<p>Research new, innovative and cost-effective transportation options.</p> <p>Implement an active transportation plan for the City of Saskatoon.</p> <p>Implement best practices in taxi driver licensure to ensure appropriate age-friendly training and service standards.</p> <p>Develop innovative community-based transportation options such as shuttle services and volunteer drivers</p>	<ul style="list-style-type: none"> City of Saskatoon Taxi Companies Community Based Orgs. Community Associations
Parking	<p>Identify parking options for older adults such as passes, handicap zones and age-friendly meters.</p> <p>Implement alternative parking options at health care facilities to reduce barriers to access.</p>	<ul style="list-style-type: none"> City of Saskatoon Saskatoon Health Region
Rural Transportation	Create an age-friendly transportation advisory committee for STC to examine rural bus services.	<ul style="list-style-type: none"> Saskatchewan Transportation Company
Other	<p>Expand programs and education to support older drivers</p> <p>Increase road safety reviews and maintenance to eliminate driving hazards</p>	<ul style="list-style-type: none"> SGI City of Saskatoon

#3 Housing

Safe and affordable housing is essential to the health, security, independence and quality of life of older adults. Universal design of new buildings and the ability to modify and maintain existing homes are key approaches that promote aging in place and enable older adults to reside in an appropriate place for their circumstances. Innovative housing options, adequate levels of home support, and maintenance and repair programs are essential ways of supporting older adults to be independent for as long as possible.

What We Heard - Key Assets

Saskatoon has solid, well-built houses across the city. A variety of housing options and programs are available to older adults. For example, the Saskatoon Housing Authority has a large inventory of well-maintained social and affordable housing. The City of Saskatoon has implemented a housing business plan with the goal of increasing housing stock at all levels and the Government of Saskatchewan has implemented the Saskatchewan Housing Strategy. Public and private agencies provide services to older adults in their homes.

What We Heard - Gaps

Housing is an issue of great interest to Saskatoon's older adult community. The vast majority want to stay in their own homes for as long as possible. Many older adults are concerned about the affordability, accessibility and quality of service that may be required for ongoing home maintenance and possible home modifications to accommodate declining physical abilities. Fewer rental properties and escalating rent are reducing access to affordable and adequate housing. Saskatoon's oldest adults and those living on low income or with disabilities or without family support face additional barriers to securing adequate housing.

Older adults support more creative housing options and have significant interest in developing age-friendly personal and community living spaces. Therefore, innovative community planning must include a range of integrated housing alternatives, such as single-family dwellings, social and affordable housing, supportive living options, private care homes and long-term care facilities.

“When my circumstances changed, my house became inaccessible and I had no choice but to move.”

Focus Group Participant



#3 Housing

	Recommended Actions	Suggested Lead Agency
Housing Options	<p>Work across sectors to develop universally accessible and economically sustainable housing options.</p> <p>Develop programs and services that enable older adults to age in place in order to remain in their own homes and their communities.</p> <p>Collaborate to support development of a sufficient supply of social and affordable housing options for those with highest need.</p> <p>Engage older adults in the planning and development of housing options.</p> <p>Ensure housing legislation and regulations safeguard older adults.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Government of Saskatchewan • SHIP • Private Sector Developers and Builders • Saskatoon Health Region
Essential Services, Maintenance and Modification	<p>Review existing programs and establish and adequately fund new programs that enable older adults to age in place.</p> <p>Develop innovative volunteer or community based models to support independence.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Government of Saskatchewan • Community Based Organizations
Design	<p>Build community understanding and support for universal design concepts and encourage planners, architects, developers and builders to adopt universal building practices.</p> <p>Increase use of age-friendly, barrier free building design.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Government of Saskatchewan • SHIP

#4 Social Participation

Social participation benefits people of all ages and is a key component of an age-friendly community. Activities such as volunteering, participating in sports, recreational and cultural activities are forms of social participation.

Engaging in social and community activities maintains older adults' connections to other people and the community, reduces isolation and improves quality of life. A positive and active approach to aging recognizes that older adults are valuable members of society who contribute a diversity of skills, knowledge and experience within families and communities. Individual, environmental, financial, health and social factors determine whether older adults engage socially.

What We Heard - Key Assets

Saskatoon is a hub of activity year round for every age. Major assets include well-developed civic and neighbourhood centres and networks, the Saskatoon public library system, numerous festivals and outdoor events, a large faith community and many ethnic and cultural groups. Volunteer opportunities are available for older adults. The City of Saskatoon is beginning to adopt age-friendly considerations in designing social and recreational activities.



What We Heard - Gaps

Social participation is influenced by event availability, awareness, affordability and accessibility. Events held at inconvenient times or locations present access barriers for older adults. The challenges include parking and transportation issues, especially in winter. Programs specifically for older adults are limited and often oversubscribed. Minority groups do not always feel included in existing programming. Older adult only facilities can hinder broader community social integration. Rural participants report feelings of isolation due to the limited range of programs and services and their ability to access activities in their communities.

“I am so busy now . . . events, volunteering, swimming.”
Focus Group Participant

#4 Social Participation

	Recommended Actions	Suggested Lead Agency
Variety and Accessibility of Events/Activities	<p>Increase opportunities and accessibility for older adults to a wider variety of activities and events.</p> <p>Create a public discussion to determine demand and explore barriers to older adult participation.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Saskatoon Council on Aging • Community Based Organizations
Promotion and awareness of activities	<p>Create and implement enhanced communication channels to address lack of accessible information.</p>	<ul style="list-style-type: none"> • Saskatoon Council on Aging • City of Saskatoon • Media outlets • Saskatoon Public Library
Affordability	<p>Explore affordability options for low income older adults.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Saskatoon Council on Aging
Addressing isolation	<p>Raise community awareness of older adult isolation.</p> <p>Create and support programs that reduce isolation.</p>	<ul style="list-style-type: none"> • Saskatoon Council on Aging • Community Based Organizations • Saskatoon Public Library
Fostering community integration	<p>Increase civic programs and services that focus on integration of older adults into the community.</p> <p>Support the recognition of older adults' contributions to the community.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Saskatoon Council on Aging • Community Based Organizations
Other	<p>Undertake research to identify programs and services that increase social participation of older adults in rural areas.</p>	<ul style="list-style-type: none"> • Rural Municipalities • Educational Institutions

#5 Respect and Social Inclusion

A commitment to respect and social inclusion of older adults is a measure of a society's support for the quality of life and social well being of all of its citizens. A society where older adults are accepted and valued, their differences respected and their involvement recognized, encourages full and meaningful participation. It enables people of all ages to make valuable contributions to their families, neighbourhoods and city.

What We Heard - Key Assets

Saskatoon is a diverse society bearing a wealth of experiences drawn from multi-generations, heritages and ethnic backgrounds. Overall, older adults are respected and celebrated. They are viewed in a positive light and their lives and histories are honoured. Organizations such as the Western Development Museum, the Saskatoon Council on Aging and the Saskatoon Public Library are working to share stories and to increase older adult inclusion in the community. Older adults are welcomed as volunteers and leaders in the community.

What We Heard - Gaps

Individual views on social inclusion and respect are affected largely by age and mobility. Age matters; younger, able older adults felt respected, while older, less able older adults experienced greater levels of stereotyping and discrimination. Ageism, identified by many older adults as the greatest barrier to social inclusion, is prevalent. Society values youth and youthfulness and devalues older adults and aging. Lack of respect is evident in many service areas, particularly health care and transportation services. The business community is slow to understand older adult consumers and their needs. Media representation reflects negative views of aging and older adults.



“It is easy to participate if you have the money, health and transportation.”

Focus Group Participant

#5 Respect and Social Inclusion

	Recommended Actions	Suggested Lead Agency
Respect and inclusion	Implement campaigns and programs that counter ageist attitudes and beliefs, and raise awareness of the contributions that older adults make in the community.	<ul style="list-style-type: none"> • City of Saskatoon • Government of Saskatchewan • Saskatchewan Human Rights Commission
Public Images of aging	Research best practices on including older adults in community life and to create a culture of inclusion and appreciation.	<ul style="list-style-type: none"> • Saskatoon Council on Aging • Saskatoon Health Region
Public Education and Awareness	<p>Research and develop an education campaign delivered through a range of mechanisms promoting images of positive aging and intergenerational interactions.</p> <p>Curriculum development and training to counter ageism for health care and service providers.</p> <p>Inclusion of training on ageism in K-12 curriculums</p>	<ul style="list-style-type: none"> • City of Saskatoon • Government of Saskatchewan • Saskatoon Council on Aging • Educational Institutions
Economic Inclusion	Create better tools for lower income older adults to access information and the programs and services available to assist them.	<ul style="list-style-type: none"> • Government of Saskatchewan • Saskatoon Council on Aging • Saskatoon Public Library • City of Saskatoon
Other	Improve awareness of the challenges facing rural older adults, and programs, supports and projects that can increase their social inclusion both locally and in urban life.	<ul style="list-style-type: none"> • Government of Saskatchewan

#6 Civic Participation and Employment

Saskatchewan's older adults are living longer, healthier lives. They have various educational backgrounds and financial realities. An age-friendly community removes barriers and creates opportunities that support older adults to share their extensive range of skills and experience through better employment options and volunteer activities. The civic participation of older adults in community affairs needs to be encouraged and supported.

What We Heard - Key Assets

Saskatoon has a wealth of highly skilled, knowledgeable and capable older adults who have much to offer the community. United Way's Volunteer Saskatoon connects community based organizations with older adult volunteers. At the same time, in Saskatchewan's job rich economy there is a range of employment opportunities. The Government of Saskatchewan supports SaskJobs.ca, an extensive online job search tool. Mandatory retirement has been abolished in Saskatchewan and human rights legislation prevents discrimination on the basis of age. Many employers and employee organizations support flexible workplace options that enable participation by older workers.

What We Heard - Gaps

Many older adults feel they are not valued in both work or volunteer environments due to ageism and the emphasis on youth. This is particularly evident when older adults choose to remain in the workforce longer, seek new employment opportunities or volunteer for leadership positions in community organizations. Few programs focus on retraining older adults for reemployment or on assisting employers to retain older adults in the workplace.



“Many older adults could be great mentors for young people entering the work force.”

Focus Group Participant

#6 Civic Participation and Employment

	Recommended Actions	Suggested Lead Agency
Volunteering	<p>Enhance existing programs/services that specifically connect older adults to volunteer opportunities. Encourage volunteer organizations to provide training to support older adults volunteering.</p> <p>Promote older adult volunteering through public education and awareness.</p>	<ul style="list-style-type: none"> • Volunteer Saskatoon • Saskatoon Council on Aging • Government of Saskatchewan • City of Saskatoon
Employment	<p>Help older adults (re) connect to the workforce through a strategic effort that:</p> <ul style="list-style-type: none"> • Promotes/provides low cost (re) training and educational opportunities for older adult workers • Assists employers understand needs and the impact of workplace policies on older adult workers • Raises awareness of the benefits of hiring older adults • Assesses labour market needs to fully connect older adult workers • Reviews government policies that impact older adult workers remaining in the labor market or in reconnecting to the workforce • Supports older adult entrepreneurship <p>Develop resources that support a multigenerational workforce and age-friendly work environments.</p>	<ul style="list-style-type: none"> • Government of Saskatchewan • Business Associations • Educational Institutions • Saskatoon Health Region
Training	<p>Support lifelong learning through enhanced training and educational opportunities for older adults.</p>	<ul style="list-style-type: none"> • Government of Saskatchewan • Community Based Orgs. • Educational Institutions • Business Associations

#7 Communication and Information

Relevant information and effective communication support older adults and enable them to stay connected to their community. Effective communication is accessible, timely and two-way. It incorporates best practice communication skills with individuals who have physical, cognitive and other communication needs. Accessing information is a key determinant of active aging and is critical to the overall health and well being of older adults.

What We Heard - Key Assets

A variety of information sources are presently available. The Saskatoon Council on Aging, for example, operates a Resource Centre that is accessible in person, by phone or online. The Saskatoon Council on Aging also produces an extensive Directory of Services for Older Adults. The City of Saskatoon, the Saskatoon Public Library and the Saskatoon Health Region produce information in various accessible formats and languages. Other community based organizations provide an extensive range of supports to older adults in the community. Information can be obtained through a variety of media options.

What We Heard - Gaps

Access to information and communication is a theme that crosses all age-friendly dimensions. Participants noted there is no one-stop location that provides comprehensive and coordinated access to information on programs and services for older adults. Many feel that lack of information increases their sense of isolation, prevents access to services and affects their ability to live independently. Various methods of communication such as large print, user-friendly web pages and easy access to assistance are important for everyone. Many service providers fail to use age-friendly communication methods.



#7 Communication and Information

	Recommended Actions	Suggested Lead Agency
Information	<p>Develop a well-coordinated and comprehensive information system relevant to older adults.</p> <p>Develop innovative strategies to disseminate information about programs and services for older adults.</p> <p>Ensure existing “211” and related services are age-friendly.</p>	<ul style="list-style-type: none"> • Government of Saskatchewan • Saskatoon Council on Aging • Media outlets • City of Saskatoon • United Way
Communication Methods	<p>Develop and adopt best practices and an age-friendly lens for communicating with a diverse older adult population.</p> <p>Promote age-friendly training to public and private sector organizations involved in providing information and communicating with older adults.</p>	<ul style="list-style-type: none"> • Saskatoon Council on Aging • Government of Saskatchewan • City of Saskatoon • Business Associations • Saskatoon Health Region • Saskatoon Council on Aging
Computers and the Internet	<p>Develop and facilitate the use of current and emerging technology to enhance access to information.</p> <p>Increase access to computers and internet services for older adults</p>	<ul style="list-style-type: none"> • Saskatoon Public Library • Saskatoon Council on Aging

Photo Credit: Tourism Saskatoon

#8 Community Support and Health Services

Key to an age-friendly city is a strong network and a variety of good quality, affordable health programs and social services. Essential components include effective health promotion and disease prevention programs, acute care services, home care support, long term care and specialized care that enhance the health, well being and independence of older adults. Community supports include a wide range of public, private and community based groups that enhance an older adult's ability to stay independent and secure.

What We Heard - Key Assets

Saskatoon has a well developed health care delivery system and community support network, including programs and services specifically addressing the needs of older adults. Publicly funded, privately owned and community based agencies and organizations provide a diverse range of specialized community based services distributed throughout the city. A number of innovative community organizations, such as the Saskatoon Community Clinic, the Saskatoon Council on Aging Older Adult Abuse Task Force and Student Wellness Initiative Toward Community Health (SWITCH), are available.

What We Heard – Gaps

While older adults report being generally satisfied with the level and quality of the services available in Saskatoon, concerns are noted in three key areas:

- access to geriatric and mental health services
- access to long term care and home care
- access to information

Many identify the need to increase resources in each of these areas as a means to improving older adults' quality of life and independence. Necessary services not covered by the publicly funded health system create barriers to access. Older adults are looking to the Government of Saskatchewan to support aging in place as a key policy direction that provides for a wide-range of health, housing and other community based services.

“Older people provide care for children, grandchildren, sick people and other family members in the household.”

Focus Group participant



#8 Community Support and Health Services

	Recommended Actions	Suggested Lead Agency
Service Accessibility	<p>Expand the current mental health, geriatric, palliative care and hospice programs within the Saskatoon Health Region.</p> <p>Review and enhance housing options that support health, quality of life and aging in place.</p> <p>Utilize an age-friendly policy framework when reviewing and implementing health and community service delivery.</p> <p>Research, develop and implement innovative interdisciplinary strategies and collaborative partnerships with community based organizations for the provision of services for older adults.</p>	<ul style="list-style-type: none"> • Saskatoon Health Region • Government of Saskatchewan • Saskatoon Council on Aging • Educational Institutions • Saskatoon Health Region
Range of Services	<p>Implement educational opportunities for health professionals in specific therapies where there is an identified need.</p> <p>Include an age-friendly focus in health program curricula.</p>	<ul style="list-style-type: none"> • Saskatoon Health Region • Government of Saskatchewan • Educational Institutions • Professional Associations
Volunteer Support	<p>Strengthen the capacity of community based organizations focused on meeting the needs of older adults.</p> <p>Build capacity of volunteer services to support older adults in the community.</p>	<ul style="list-style-type: none"> • United Way • Saskatoon Council on Aging • Saskatoon Health Region
Emergency Planning and Care	<p>Develop age-friendly Saskatoon police and fire and protective services.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Saskatoon Health Region

The Way Forward

Phase 1 and Phase 2 of the **Age-friendly Saskatoon Initiative** provided the basis for establishing the recommended actions, conditions and resources to support and enable the growing population of older adults in Saskatoon to age positively in an age-friendly community. Assets and gaps in community resources identified in Phase 2 have given rise to recommended actions that are directed to various stakeholder groups for implementation. Inclusion of the recommended actions within the strategic action plans of governments, business groups, health organizations and other community agencies serves as a road map for policy and program planning through an age-friendly lens.

“We want to be actively involved in the Saskatoon community”

Phase 3 begins with the suggested lead agencies implementing the recommended actions proposed in Phase 2. The Saskatoon Council on Aging (SCOA) will develop an accountability plan in consultation with community stakeholders. This is a monitoring and evaluation process designed to assess whether recommended actions are meeting the intended outcomes and are creating an age-friendly Saskatoon. Phase 3 continues to support a vision of enhanced quality of life for young and old alike in our community.

“We want to know what is going on and where to get help when we need it”

Photo Credit: Tourism Saskatoon





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Phase 3 Activities:

1. Implementation

- Communicate and share information from *Age-friendly Saskatoon Initiative: Recommendations* report
- Coordinate lead agencies' involvement. Where ownership does not rest solely in one agency, SCOA's role is to coordinate and facilitate discussions to develop and implement recommended actions
- Promote public awareness. SCOA will continue to build and strengthen community support and understanding of age-friendly concepts and recommended actions through linkages between community partners, the media and other education and awareness strategies

“We want to stay in our homes and neighbourhoods with the right supports to be able to do so.”

2. Monitoring and Evaluation

In partnership with community stakeholders:

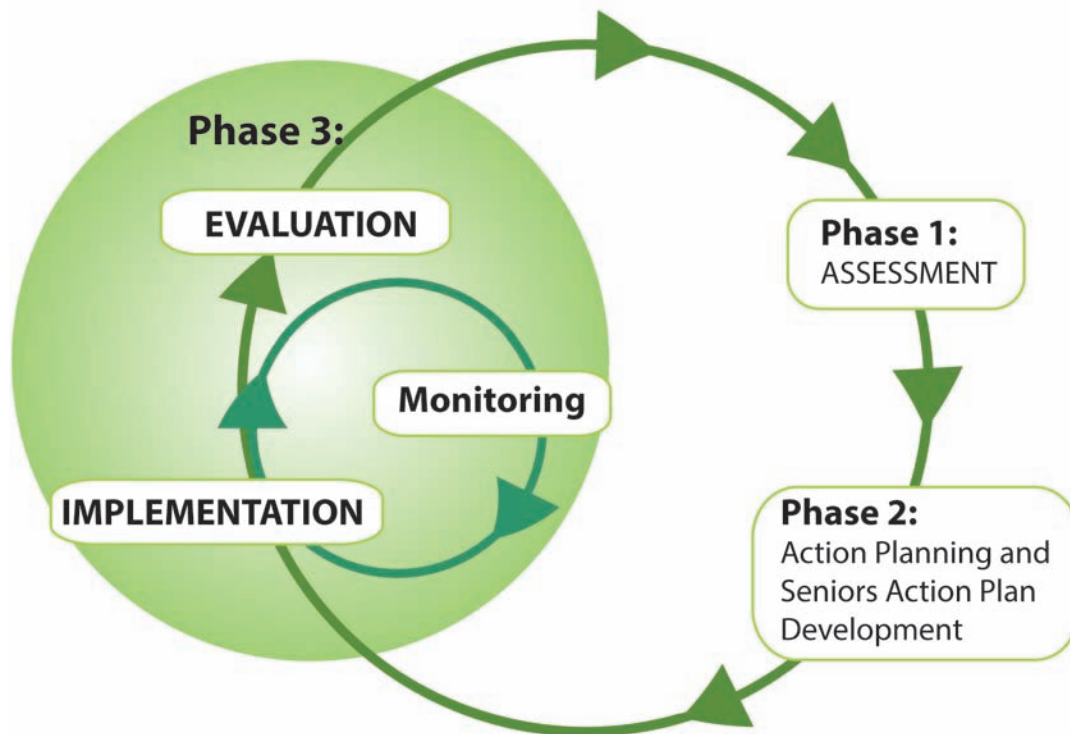
- Develop the monitoring and evaluation models, processes and tools
- Monitor and evaluate implementation of Phase 2 recommended actions

“We want to be respected and recognized for our contributions”

3. Project Review

SCOA will engage in an internal project review/evaluation of the **Age-friendly Saskatoon Initiative**.

Age-friendly Saskatoon: Development Cycle



The *Age-friendly Saskatoon Initiative: Recommendations* report aims to raise awareness about the urgency of population aging and more specifically about the experience of growing old in Saskatoon. It recommends moving forward to incorporate recommended actions into lead agency strategic plans.

An age-friendly community responds to the opportunities and challenges of an aging population by creating physical and social environments that support independent and active living and enable older people to continue contributing to all aspects of community life. Aging well benefits the whole community by ensuring everyone has the opportunity to be active, engaged and healthy for as long as possible. Working toward age-friendly communities is a sound economic investment and good public policy.

In an age-friendly community, there is a culture of inclusion shared by persons of all ages and ability levels. Policies, services and structures related to the physical and social environment are designed to support and enable older people to “age actively”, that is to live in security, enjoy good health and continue to participate fully in society.”

WHO 2007

Key References

Saskatoon Council on Aging. (2013) *Age-friendly Saskatoon Initiative: Recommendations - Technical Report*

City of Saskatoon. (2013) *City of Saskatoon & Saskatoon Census Metropolitan Area Population Projection 2012-2032*

Saskatoon Council on Aging. (2012) *Age-friendly Saskatoon Initiative: Findings*
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City of Saskatoon. (2011). *Saskatoon Speaks Community Vision Document*.

Public Health Agency of Canada. (nd). *Age-Friendly Rural and Remote Communities: A Guide*.

Statistics Canada. (2011) *Topic based tabulations: Saskatchewan*

Statistics Canada. (2011) *Census Profile: Saskatoon*

World Health Organization. (2007) *Global Age-Friendly Cities: A guide*

World Health Organization. (2007) *Checklist of Essential Features of Age-friendly Cities*

World Health Organization. (2007) *WHO Age-Friendly Cities Project Methodology: Vancouver Protocol*

Statistics Canada. (2006) *A Portrait of seniors in Canada*

World Health Organization. (2004) *Ageing and Health Technical Report: A Glossary of Terms for Community Health Care and Services for Older Persons*



Glossary

Definitions have been taken from the World Health Organization Glossary and other reference documents. In some instances, glossary terms have been adapted to Saskatoon's experience.

Accessibility: Removal of the barriers to entering and receiving services or working within any health care setting.

Active Aging: the process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age.

Affordable Housing: Housing of a reasonable quality that people on modest incomes can afford.

Ageism: The negative stereotyping or discrimination of people on the basis of age.

Age-friendly city:

- Recognizes the wide range of capacities and resources among older persons
- Anticipates and responds flexibly to aging-related needs and preferences of seniors
- Respects the decisions and lifestyle choices of older adults
- Supports older adults who are most vulnerable
- Promotes the participation of older adults, and encouraging their contributions community in his or her current home or an appropriate level of housing.

Aging in place: Meeting the desire and ability of people, through the provision of appropriate services and assistance, to remain living relatively independently in the community in his or her current home or an appropriate level of housing. Aging in place is designed to prevent or delay more traumatic moves to a dependent facility, such as a nursing home.

“Boomer” Population: A portion of the population that was born between 1947 and 1966.

(The) city: Pertains to the overall city, including municipal government, businesses, organizations, events etc.

City of Saskatoon: The municipal government of Saskatoon.



Glossary

Community: Includes where you live, work, play (may be broader than a geographical neighbourhood).

Intergenerational: A program, initiative, or activity in which older adults and children and/or youth explore their commonalities and differences, creating mutual understanding and strengthening community.

Positive aging: An approach which recognizes that growing older is a part of living; recognizes the interdependence of generations; recognizes that everyone has a responsibility to be fair in their demands on other generations; fosters a positive attitude throughout life to growing older; eliminates age as a reason to exclude any person from participating fully in community life; promotes a commitment to activities which enhance well being and health, choice and independence, and quality of life for all ages; encourages communities to value and listen to older people and cater for the diverse preferences, motivations, characteristics and circumstances of older persons in a variety of ways.

Housing stock: The total number of dwelling units in an area and in some cases, information on type, size and age of properties whether they are rented or owned.

Independent living: Living at home without the need for continuous help and with a degree of self determination or control over one's activities.

Lead Agency: The organization that plays an initiating/facilitating role in guiding the process to pursue the goal/action.

Older adult: Refers to people aged 55 years and beyond.

Stakeholder: Any individual or organization that has an interest in the delivery of services to older adults.

Universal design: An orientation to any design process that starts with a responsibility to the experience of the user. It is a framework for the design of places, things, information, communication, and policy to be usable by the widest range of people operating in the widest range of situations without special or separate design.



Age-friendly Saskatoon Initiative: Recommendations

A full technical report is available on the **SCOA web site**.

www.scoa.ca

For more information, contact the **SCOA** office:

2020 College Drive, Saskatoon SK, Canada

PH (306) 652-2255 FAX (306)652-7525

email: admin@scoa.ca



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TO: Secretary, Planning and Operations Committee
FROM: General Manager, Transportation & Utilities Department
DATE: December 9, 2013
SUBJECT: Servicing Agreement
Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon
Stonebridge Neighbourhood
Subdivision No. 40/13
FILE NO: CK. 4131-27 X CK. 4300-013-040 and IS 4111-32

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

- 1) that the Servicing Agreement with Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon, for a portion of the Stonebridge Neighbourhood to cover Parcels AA and CC, in Section 11, Township 36, Range 5, West of the 3rd meridian, be approved; and
- 2) that His Worship the Mayor and the City Clerk be authorized to execute the Agreement under the corporate seal.

TOPIC AND PURPOSE

This report is to obtain City Council approval to enter into a Servicing Agreement to assign responsibility for the construction and payment of various servicing items for institutional property in the Stonebridge Neighbourhood.

REPORT HIGHLIGHTS

1. The Administration is recommending that the Servicing Agreement with Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon (Attachment 1) be entered into to cover the development of Parcels AA and CC, in Section 11, Township 36, Range 5, West of the 3rd meridian.

STRATEGIC GOAL

The recommendations in this report support the City of Saskatoon Strategic Goal Sustainable Growth as the development area is within a concept plan which was previously approved and supports current density targets.

BACKGROUND

The Stonebridge neighbourhood concept plan was approved previously by City Council. When a developer within the neighbourhood requests a subdivision, the City necessitates that a servicing agreement be entered into as a condition of the subdivision.

REPORT

The Administration is recommending that an agreement be entered into with Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon to cover the development of Parcels AA and CC, in Section 11, Township 36, Range 5, West of the 3rd meridian, subject to the following, which includes both standard and non-standard clauses which are necessary due to the unique nature of the development, and have been agreed upon by the developer:

A. Standard Items:

1. That the prepaid service rates be such rates as the Council of the City of Saskatoon may have in general force and effect for the 2013 season.

B. Non-Standard Items:

1. The City is constructing the direct services for the Developer and the Developer is paying their proportionate share of the cost.

OPTIONS TO THE RECOMMENDATION

The Planning and Development Act, 2007 states that a municipality may require that an applicant requesting subdivision enter into a servicing agreement that allows for the inclusion and implementation of terms and conditions. No other option other than approval without conditions or denial is available.

PUBLIC AND/OR STATEHOLDER INVOLVEMENT

Public meetings were held at the time the concept plan for the neighbourhood was undertaken.

COMMUNICATION PLAN

A communication plan was prepared and presented to City Council previously for the entire neighbourhood. Specific detour plans, including notification of residents within the area, have been undertaken and the entire neighbourhood of Stonebridge has received a letter and a map outlining future development plans for 2014.

DUE DATE FOR FOLLOW-UP AND /OR PROJECT COMPLETION

The project is expected to be completed in 2014.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPACT

There are no privacy implications.

POLICY IMPLICATIONS

There are no policy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

All issues concerning CPTED were addressed during the approval of the original concept plan.

FINANCIAL IMPACT

The funding for any construction that is the responsibility of the City of Saskatoon is self-supporting and approved in the Prepaid Capital Budget.

PUBLIC NOTICE

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

ATTACHMENT

1. Servicing Agreement.

Written by: Daryl Schmidt, Land Development Manager, Construction and Design

Reviewed by: Chris Hallam, Director of Construction and Design

Approved by: “Jeff Jorgenson”
 Jeff Jorgenson, General Manager
 Transportation & Utilities Department
 Dated: “December 19, 2013”

Servicing Agreement

The effective date of this Agreement is _____, 2013.

Between:

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

- and -

Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon, a Saskatchewan corporation, carrying on business in the City of Saskatoon, in the Province of Saskatchewan (the "Developer")

Whereas the Developer has made application to the City for approval of a Plan of Subdivision, a copy of which is attached to this Agreement and marked as Schedule "A" (the "Plan");

Whereas the City requires as a condition of approval of the Plan that the Developer enter into an Agreement with the City respecting the installation and construction of certain services and other matters referred to in this Agreement; and

Whereas the City deems it advisable that the Development Area be developed as provided in this Agreement, and that the Developer and the City provide the facilities as set out in this Agreement.

Now therefore the City and the Developer agree as follows:

Part I Introduction

Plan of Proposed Subdivision

1. The Plan showing the proposed subdivision of Parcel A, Registered Plan No. FO5667, Parcels C and D, Registered Plan No. 64-S-04601 and part of Melville Street in Section 11, Township 36, Range 5, West of the Third Meridian located in

the City of Saskatoon, in the Province of Saskatchewan, in the Dominion of Canada, attached to this Agreement as Schedule "A" is made part of this Agreement.

Definitions and Term

2. (1) Throughout this Agreement:
 - (a) "Development Area" means all that portion of the lands outlined in red on the Plan, consisting of approximately 337 metres of commercial/institutional frontage and 3.81 hectares of parcel land, which, subject to regulatory approval, has been approved for development; and
 - (b) "Manager" means the General Manager of the City's Infrastructure Services Department.
- (2) The term of this Agreement shall be two years commencing on the effective date and ending on the day two years from the effective date (the "Term").

Part II Off-Site Servicing

City Off-Site Servicing

3. Upon the execution of this Agreement the City shall within a reasonable time, and in coordination with the City's various stages of service construction, cause the Development Area to be improved and benefited by the supply, placement, installation, construction, use and enjoyment of the following services:
 - (a) Trunk Sewer Service;
 - (b) Primary Water Main Service;
 - (c) Arterial Road Service;
 - (d) Interchange Service;
 - (e) Street Signing and Traffic Controls Service;
 - (f) Parks and Recreation Service;
 - (g) Street Lighting Service;

- (h) Planning Service;
- (i) Inspection Service;
- (j) Fencing Service;
- (k) Buffer Strip Service;
- (l) Prepaid Extended Maintenance Service;
- (m) Lift Station Service;
- (n) Community Centre;
- (o) Lift Station & Forcemain Construction Service;
- (p) Highway No. 11 Interchange Service;
- (q) Storm Lift Station Maintenance Service; and
- (r) Servicing Agreement Service.

The City warrants that all such services shall be of a size and capacity sufficient to satisfy the servicing requirements of any and all permitted uses to be situated within the Development Area.

Levies Payable by the Developer

- 4. (1) In consideration of the City providing the various services upon and in relation to the Development Area as specified in Section 3, the Developer shall pay to the City the following fees, levies and other charges calculated in accordance with and at the rates described in Schedule "B":
 - (a) Trunk Sewer Levy;
 - (b) Primary Water Main Levy;
 - (c) Arterial Road Levy;
 - (d) Interchange Levy;
 - (e) Street Signing and Traffic Controls Levy;

- (f) Parks and Recreation Levy;
- (g) Street Lighting Charge;
- (h) Planning Levy;
- (i) Inspection Levy;
- (j) Fencing Charge;
- (k) Buffer Strip Charge;
- (l) Prepaid Extended Maintenance Charge;
- (m) Lift Station Levy;
- (n) Community Centre Levy;
- (o) Lift Station & Forcemain Construction Charge;
- (p) Highway No. 11 Interchange Charge;
- (q) Storm Lift Station Maintenance Charge; and
- (r) Servicing Agreement Fee.

(collectively the "Development Charges").

- (2) The Developer shall pay to the City the Development Charges as follows:
 - (a) within 21 calendar days after the execution of this Agreement, the Developer shall pay to the City 25% of all the Development Charges with the balance of the Development Charges being due and payable in three equal installments upon February 28, 2014, June 30, 2014, and October 31, 2014; and
 - (b) the Developer acknowledges that the Development Charges will be subject to such rates as the Council of The City of Saskatoon has established and has in general force and effect for the 2013 construction season.

Cost Sharing of Services

5. (1) The Developer acknowledges that the City will undertake the construction of various services as set out below that will benefit the Development Area.
- (2) The Developer and the City mutually acknowledge that within the Development Area undeveloped right-of-ways noted in blue on the plan exist that are beneficial and integral to the development area. The responsibilities of both the Developer and the City for these right-of-ways are covered within this section.
- (3) The City agrees to cause the undeveloped right-of-ways to be improved with the following municipal services:
 - (a) Watermains;
 - (b) Sanitary Sewer Mains;
 - (c) Storm Sewer Mains;
 - (d) Sidewalks and Curbing; and
 - (e) Street Cutting and Roadway Construction.
- (4) The Developer agrees to pay its assigned percentage share of the total cost of these services. For clarity, such percentage of total cost shall exclude land acquisition costs and interest. The percentage of total cost shall include labour, materials, supplies and detouring costs as well as 10% of the total cost for design and construction engineering costs. Upon completion of the services set out in this Subsection, the City will prepare and deliver to the Developer an invoice for payment of the Developer's proportionate share of the work, as evidenced by a certificate issued by a professional engineer. The invoice shall be paid by the Developer within 30 days of its receipt. The percentage of the total cost for the services owing for each roadway include:

	<u>Hunter Road</u>	<u>Preston Avenue</u>
a) Watermains:	81.368%	46.040%
b) Sanitary Sewermain:	-	96.01%
c) Storm Sewermain:	42.168%	46.040%
d) Sidewalks & Curbing:	40.901%	46.040%

e) Street Cutting & Roadways: 40.901% 46.040%

- (5) Should any of the services as set out in this Section not be complete at the expiration of the Term, this Section shall survive the Term until the completion of the services, receipt of payment for same and the end of any applicable warranty period.

Payment Dates and Interest

6. (1) All of the Development Charges and other fees, levies and charges payable by the Developer to the City pursuant to this Agreement shall be due and payable upon the various dates specified in this Agreement.
- (2) Should any amount or invoice not be paid at the times or within the period so specified, interest shall be payable at Royal Bank of Canada prime rate plus one and one-half (1½ %) percent per annum on all such overdue amounts. In addition to any other remedy which may be available to the City, should any amount invoiced to the Developer not be paid within the times specified, the City shall upon seven (7) days written notice to the Developer have the right to immediately stop construction until such amount or invoice has been paid.

Retroactive Charges

7. The Developer acknowledges that this Agreement is retroactive in effect and all Development Charges and other levies, fees or charges provided for in this Agreement shall specifically apply to any lands developed or services provided before the execution of this Agreement.

Letter of Credit

8. Upon the execution of this Agreement, the Developer shall deposit with the City Clerk, a Letter of Credit in a form acceptable to the City Solicitor, from a chartered bank carrying on business in the Province of Saskatchewan. The Letter of Credit shall be calculated in the amount of \$1,016.00 per front metre, being the sum of \$1,475,238.00 including an estimate for the cost of services in Subsection 5(2), and shall secure the Developer's performance of the provisions of this Agreement. The Letter of Credit shall be irrevocable during the currency of this Agreement, but may be reduced from time to time in proportion to the amount of construction and Development Charges paid. The Developer shall keep the Letter of Credit current until completion of all construction of services provided for in this Agreement and until the full payment of all Development Charges and all other levies, fees and charges have been received by the City.

Shallow Buried Utilities

9. (1) The City agrees to make all necessary arrangements for the installation of street lighting facilities on streets within the Development Area in accordance with the City's standard specification for commercial development. Any deviation required by the Developer may result in additional charges.
- (2) The Developer shall have the responsibility to consult with the Saskatchewan Power Corporation, Saskatchewan Energy Corporation, the Saskatchewan Telecommunications Corporation and the Electric System Branch of the City of Saskatoon as to the timing and construction of utilities within the Development Area.

Maintenance in Accordance with *The Cities Act*

10. All services and other facilities supplied, placed, installed and constructed by the City pursuant to the provisions of this Agreement shall be maintained in keeping with the provisions of *The Cities Act*.

City's Indemnification

11. The City will indemnify and save harmless the Developer with respect to any action commenced against the Developer as a result of any act or omission of the City upon or in relation to the City's obligations set out in this Agreement, including the acts or

omissions of its officers, employees, servants or agents, or anyone for whom the City is responsible at law.

Part III Development Area Servicing

Developer Warranties

12. The Developer shall put up such barricades, lights or other protection for persons and property as will adequately protect the public or any person in the neighbourhood and maintain same during the course of construction, and, upon the request of the Manager or the Saskatoon Police Service, shall improve or change same.

Developer Covenants

13. In relation to the development and servicing of the Development Area, the Developer agrees:
 - (a)
 - (i) to provide all utility, construction and service easements which may be required, at no cost to the City or any other utility agency or service, and to comply with the terms of any easement agreement entered into by the Developer with respect to such easements provided that such easements shall not materially adversely affect the development of the Development Area;
 - (ii) to provide and register a utility easement plan if required by the Manager; and
 - (iii) to provide for a covenant in all sale, ground lease or transfer agreements within the Development Area to the effect that the grades set on any such easements shall not be altered without the prior approval of the Manager, whose approval will not be unreasonably withheld;
 - (b) to indemnify and save harmless the City with respect to any action commenced against the City as a result of any act or omission of the Developer in relation to the Developer's obligations set out in this Agreement, including the acts or omissions of its officers, employees,

servants or agents, or anyone for whom the Developer is at law responsible;

- (c) that all work carried out by the Developer shall be designed and the works supervised by a qualified firm of consulting engineers retained by the Developer. Plans and specifications of design must be approved by the Manager acting reasonably, and all design and work carried out must conform to the current City of Saskatoon specifications as to material and construction practices for such services;
- (d) that the Developer shall obtain all approvals required by Saskatchewan Environment and Resource Management and the Saskatchewan Water Corporation, together with any other consent or approvals which may be required by law, copies of all such approvals shall be provided to the Manager;
- (e) to supply the City with proof of adequate commercial general liability insurance which includes a non-owned vehicle endorsement and vehicle liability insurance, minimum coverage to be as follows:

Commercial General Liability Insurance which includes a non-owned vehicle endorsement:

\$5,000,000.00 for each occurrence

Vehicle Liability Insurance:

\$5,000,000.00 for each occurrence

which coverage shall be maintained throughout the Term of this Agreement;

- (f) to cost share with other Developers within the Stonebridge neighbourhood upon subdivision based on benefiting frontage and overall percentage of ownership for the following services:
 - (i) the cost of all roadways adjacent to neighbourhood parks, linear parks and designated school sites;
 - (ii) benefiting water and sewer oversizing improvements; and

- (iii) the cost of all enhancements within the core area of the neighbourhood.

Changes in City Services

- 14. In the event that the Developer requires changes in City services, other than those contemplated in this Agreement, same shall be provided at the expense of the Developer. Changes requested by the Developer shall be in writing addressed to the Manager.

Part IV General

Approval for Installation of Services

- 15. The City shall consider all applications for approval made by the Developer as are required respecting the development and servicing of the Development Area by the Developer. All approvals resulting from the applications shall be issued in the normal course and under usual conditions and in accordance with the City's standard specifications respecting the class of works in question.

Expeditious Construction

- 16. All works required to be performed by this Agreement shall be carried out as expeditiously as time and construction conditions permit.

Assignment

- 17. During the Term of this Agreement, the Developer shall not assign this Agreement without the prior express written consent of the City being first obtained, such consent shall not be unreasonably withheld or delayed by the City.

Dispute Resolution

- 18. In the case of any dispute between the City and the Developer arising out of the performance of this Agreement, or afterwards as to any matter contained in this Agreement, either party shall be entitled to give to the other notice of such dispute and demand arbitration thereof. Such notice and demand being given, each party

shall at once appoint an arbitrator and these shall jointly select a third. The decision of any two of the three arbitrators shall be final and binding upon the parties, who covenant that their dispute shall be so decided by arbitration alone, and not by recourse to any court or action of law. If the two arbitrators appointed by the parties do not agree upon a third, or a party who has been notified of a dispute fails to appoint an arbitrator, then the third arbitrator and/or the arbitrator to represent the party in default shall be appointed by a Judge of the Court of Queen's Bench at the Judicial Centre of Saskatoon. *The Arbitration Act, 1992* of the Province of Saskatchewan shall apply to any arbitration hereunder, and the costs of arbitration shall be apportioned equally between the parties hereto.

Applicable Law

19. The laws of the Province of Saskatchewan shall apply and bind the parties in any and all questions pertaining to this Agreement.

Force and Effect

20. This Agreement shall remain in full force and effect until such time as both the City and the Developer have fully completed their respective obligations hereunder, and, for greater certainty, until such time as all Development Charges, fees, levies and other charges payable by the Developer to the City pursuant to the terms of this Agreement have been paid.

Agreement Runs With the Land

21. The Developer acknowledges and agrees that this Agreement runs with the land, and binds it, and subject to Section 17, its successors and permitted assigns; and, further, agrees that the City may elect, at its sole option, to register an Interest based on this Agreement against the property subject to this Agreement in the Land Titles Registry for Saskatchewan charging all those lands comprising the Development Area with the performance of this Agreement.

Notices

22. (1) Any notice or consent (including any invoice, statement, request or other communication) required or permitted to be given by any party to this Agreement to the other party shall be in writing and shall be delivered or sent by registered mail (except during a postal disruption or threatened postal disruption) or facsimile transmission, email or other electronic communication to the applicable address set forth below:

- (a) in the case of the City to:

The City of Saskatoon
c/o Office of the City Clerk
222 3rd Avenue North
Saskatoon, SK S7K 0J5
Attention: General Manager, Infrastructure Services Department
Facsimile: (306) 975-2784

- (b) in the case of Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon to:

Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon
c/o Meridian Developments
100 – 450 2nd Avenue North
Saskatoon, SK S7K 2C3
Attention: Karl Miller
Facsimile: (306) 933-4121

- (2) Any notice delivered personally shall be deemed to have been validly and effectively given and received on the date of such delivery provided same is on a business day (Monday to Friday, other than a statutory holiday).
- (3) Any notice sent by registered mail shall be deemed to have been validly and effectively given and received on the fifth business day following the date of mailing.
- (4) Any notice sent by facsimile or email or other electronic communication shall be deemed to have been validly and effectively given and received on the business day next following the date on which it was sent (with confirmation of transmittal received).
- (5) Either party to this Agreement may, from time to time by notice given to the other party, change its address for service under this Agreement.

Entire Agreement

23. This Agreement constitutes the complete and exclusive statement of the Agreement between the parties, which supersedes all proposals, oral or written, and all other communications or representations between the parties, relating to the subject matter of this Agreement.

Illegality

24. If one or more of the phrases, sentences, clauses or articles contained in this Agreement is declared invalid by a final and unappealable order or decree of any court of competent jurisdiction, this Agreement shall be construed as if such phrase, sentence, clause or paragraph had not been inserted in this Agreement.

Amendment

25. This Agreement may be changed only by written amendment signed and sealed by authorized representatives of the parties.

Headings

26. The headings contained in this Agreement are inserted for convenience of reference only and are not to be considered when interpreting this Agreement.

Covenants

27. Each obligation of the City or of the Developer in this Agreement, even though not expressed as a covenant, is considered to be a covenant for all purposes.

Time of Essence

28. Time shall be of the essence of this Agreement and every part of this Agreement.

Further Assurances

29. The Developer and the City shall, at their own expense, promptly execute such further documentation to give effect to this Agreement as the Developer and the City, as the case may be, may reasonably require from time to time.

Approval of Plan of Subdivision

30. Upon execution of this Agreement by both parties, the City acknowledges that the condition that the Developer enter into a development and servicing agreement with The City of Saskatoon of Subdivision Application 40/13 has been met by the Developer.

In Witness Whereof the parties hereto have hereunto affixed their corporate seals, duly attested by the hands of their proper officers in that behalf, as of the day and year first above written.

The City of Saskatoon

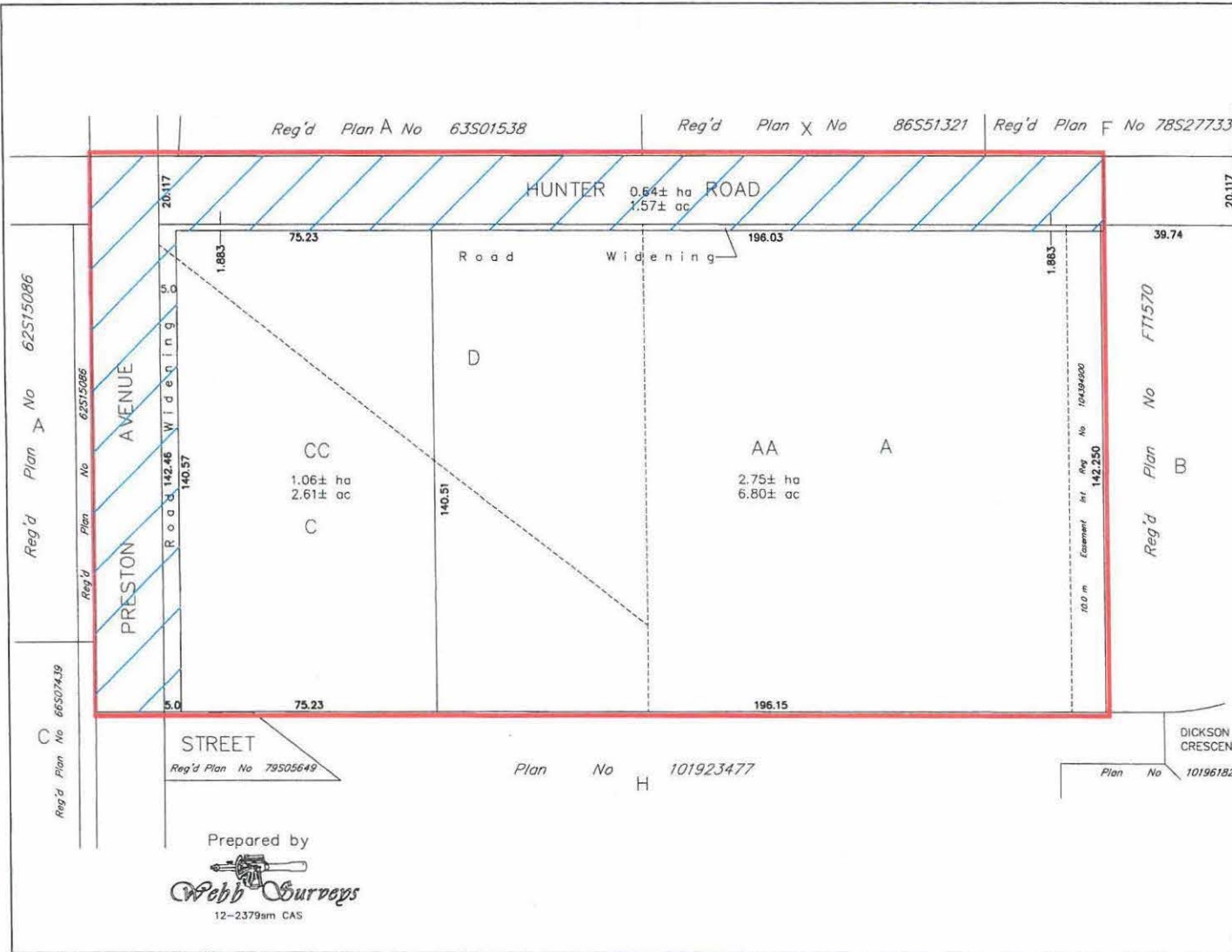
Mayor

c/s

City Clerk

Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon

c/s



PLAN OF PROPOSED
 SUBDIVISION
 OF PARCEL A,
 REG'D PLAN NO F05667,
 PARCELS C & D,
 REG'D PLAN NO 64S04601 &
 PART OF MELVILLE STREET
 NW 1/4 SEC 11-TWP 36-
 RGE. 5 - W. 3rd MER.
 SASKATOON, SASKATCHEWAN
 BY T.R. WEBB, S.L.S.
 SCALE 1:1500

20.117
 Condo Plan
 No
 102039926
 HUNTER
 ROAD
 Plan No
 101961828



Dimensions shown are in metres and decimals thereof.
 Portion of this plan to be subdivided is outlined in red
 with a bold, dashed line and contains 4.57± ac (11.29± ac),
 which includes 0.76± ha (1.87± ac) for road and road widening.
Melville Street will be re-named Hunter Road.

Distances are approximate and may vary by ±1 metres.

T.R. Webb, September, 2013
 Saskatchewan Land Surveyor

Seal

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

 Date
 Community Services Department

Prepared by

 Webb Surveys
 12-2379sm CAS

SCHEDULE 'A'

Schedule "B"

Fees, Levies and Other Charges Applicable to the Development Area

The charges payable by the Developer to the City pursuant to Section 4 hereof shall be calculated in accordance with the rates as the Council of The City of Saskatoon has established and are in general force and effect for the 2013 construction season as follows:

- (a) Trunk Sewer Levy \$760.65 per front metre
- (b) Primary Water Main Levy..... \$143.50 per front metre
- (c) Arterial Road Levy..... \$496.50 per front metre
- (d) Interchange Levy \$183.30 per front metre
- (e) Street Signing and Traffic Controls Levy..... \$ 16.25 per front metre
- (f) Parks and Recreation Levy..... \$353.10 per front metre
- (g) Street Lighting Charge \$ 84.05 per front metre
- (h) Planning Levy..... \$ 15.15 per front metre
- (i) Inspection Levy \$ 18.65 per front metre
- (j) Fencing Charge..... \$11.75 per front metre
- (k) Buffer Strip Charge \$ 39.50 per front metre
- (l) Prepaid Extended Maintenance Charge..... \$ 17.25 per front metre
- (m) Lift Station Levy..... \$88.25 per front metre
- (n) Community Centre Levy..... \$107.75 per front metre
- (o) Lift Station & Forcemain Construction Charge \$74.38 per front metre
- (p) Highway No. 11 Interchange Charge..... \$264.15 per front metre
- (q) Storm Lift Station Maintenance Charge \$47.93 per front metre
- (r) Servicing Agreement Fee..... \$2,330.00 per agreement

The Trunk Sewer Levy, Primary Watermain Levy, Lift Station Levy, Arterial Road Levy, Interchange Levy, Parks and Recreation Levy and Community Centre Levy will be calculated at an area rate of 169 equivalent front metres per hectare. Area rate: 169 X \$2,133.05 = \$360,485.45 per hectare.

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 30, 2013
SUBJECT: Request for Funding – Innovative Housing Incentives –
 119 Avenue S South – Habitat for Humanity Saskatoon Inc.
FILE NO.: CK 750-4 and PL 951-123

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

- 1) that funding of 10 percent of the total capital cost for the construction of a four-unit dwelling to be located at 119 Avenue S South by Habitat for Humanity Saskatoon Inc., estimated at \$60,000, be approved; and
- 2) that the City Solicitor be requested to prepare the necessary funding agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

TOPIC AND PURPOSE

The purpose of this report is to recommend providing funding for a 10 percent capital grant towards the construction of a four-unit dwelling, to be built by Habitat for Humanity Saskatoon Inc. (Habitat for Humanity), at 119 Avenue S South.

REPORT HIGHLIGHTS

1. Habitat for Humanity is planning to build four affordable housing units in partnership with students from the Prairie Spirit School Division.
2. The Administration is recommending a 10 percent capital grant from the City of Saskatoon (City) estimated to be \$60,000.
3. The project has received a funding commitment from the Saskatchewan Housing Corporation.

STRATEGIC GOAL

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

BACKGROUND

During its December 10, 2012 meeting, City Council approved the re-zoning of the site at 119 Avenue S South to RM1 to allow Habitat for Humanity to build four units on this site in the Pleasant Hill neighbourhood.

During its June 24, 2013 meeting, City Council approved the 2013-2022 Housing Business Plan, which included a number of provisions to support the creation of

additional units across the attainable housing spectrum over the next ten years. The plan included a new point system for projects that are eligible for capital grants under Innovative Housing Incentives Policy No. C09-002. Projects can earn a grant of up to 10 percent of the capital costs through an evaluation matrix, based on the priorities of the Housing Business Plan.

At 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. The budget included funding of \$878,000 in capital grants under the Innovative Housing Incentives Policy No. C09-002 to support a target of 35 to 50 new affordable rental or transitional housing units.

REPORT

An application for financial assistance under Innovative Housing Incentives Policy No. C09-002 was received from Habitat for Humanity by the Planning and Development Division on October 29, 2013.

Habitat for Humanity is Building Four Homes with the Assistance of Students

Habitat for Humanity plans to build four affordable home ownership units, in partnership with the Prairie Spirit School Division, on a vacant site at 119 Avenue S South, in the Pleasant Hill neighbourhood (see Attachment 1). These homes will be built in modules by students at the Walter W. Brown High School, in the town of Langham, Saskatchewan, under the supervision of a journeyman carpenter. In the spring of 2014, the modules will be assembled on site, and the completed homes will be ready for occupancy.

The four housing units will be family-sized with three bedrooms each and sold to families with incomes below the Saskatchewan Household Income Maximums (SHIMS). These families will provide 500 hours of volunteer labour in lieu of a down payment. Mortgages for the homes at 119 Avenue S South will be interest free and are expected to be as low as \$400 per month.

This is an important neighbourhood re-vitalization project that will provide additional ownership housing in an area where 75 percent of the residents are renters.

Project Evaluation and Recommended Capital Grant

The project at 119 Avenue S South qualifies under Innovative Housing Incentives Policy No. C09-002 for a grant of up to 10 percent of the total capital cost of the project. The Administration has evaluated the project using the points system approved by City Council and has determined that this project meets many of the priorities of the City's Housing Business Plan and qualifies for the maximum grant of 10 percent, estimated at \$60,000 (see Attachment 2).

The budget for capital grants in 2014 is intended primarily for transitional and affordable rental housing. Habitat for Humanity's project is ownership housing that will serve families that would otherwise be accessing affordable rental housing. The

Administration recommends providing financial support to this project because it will serve the same income levels while also creating potential vacancies in affordable rental housing.

The project at 119 Avenue S South has also been approved for a grant of \$15,871 under the City's Vacant Lot and Adaptive Reuse Strategy. This grant is funded through the re-direction of property taxes; therefore, this project does not qualify for an incremental property tax abatement under the provisions of the Innovative Housing Incentives Policy No. C09-002.

Funding Commitments From Other Sources

Habitat for Humanity estimates the cost of the four units at 119 Avenue S South to be \$600,000. The Saskatchewan Housing Corporation has committed funding of \$200,000 and Habitat for Humanity has \$140,000 in mortgage revenue from previously built homes. The balance of the funds will be raised from charitable donations.

OPTIONS TO THE RECOMMENDATION

The only option is to deny the request to fund these housing units. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The funding source for the capital grant estimated at \$60,000 is the Affordable Housing Reserve. City Council allocated \$878,000 in capital grants for affordable rental and transitional housing units in 2014. There are three other projects that have applied for a total of \$401,198 in capital grants that are pending approval from City Council. If City Council approves capital grants for all four of these projects, there will be \$416,802 remaining for an additional 22 affordable rental and transitional housing projects to be approved in 2014.

A summary of projects pending City Council approval is listed in the table below:

Proponent	Address	Funding Requested	Number of Units
Cumfi	601 Avenue O North	\$ 36,000	2
EGADZ	600 Queen Street	\$140,250	10
Cress	212 Lindsay Place	\$224,948	12
Habitat for Humanity	119 Avenue S South	\$ 60,000	4
Unallocated	Future applications and contingency	\$416,802	22
Total Budget		\$878,000	50

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Public and/or stakeholder consultations were not required.

COMMUNICATION PLAN

A joint news release, initiated by the Province of Saskatchewan, representing the province and the City of Saskatoon, will be issued upon completion of the project.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The project at 119 Avenue S South is expected to be complete by June 2014.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPLICATIONS

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

ATTACHMENTS

1. Four-unit Dwelling Proposed for 119 Avenue S South
2. Capital Grant Evaluation Matrix for 119 Avenue S South

Written by: Daryl Sexsmith, Housing Analyst

Reviewed by: “Alan Wallace Dec 24/13”
Alan Wallace,
Director of Planning and Development

Approved by: “Randy Grauer Dec 24/13”
Randy Grauer, General Manager
Community Services Department
Dated: _____

Approved by: _____ "Murray Totland Jan 2/14"
Murray Totland, City Manager
Dated: _____

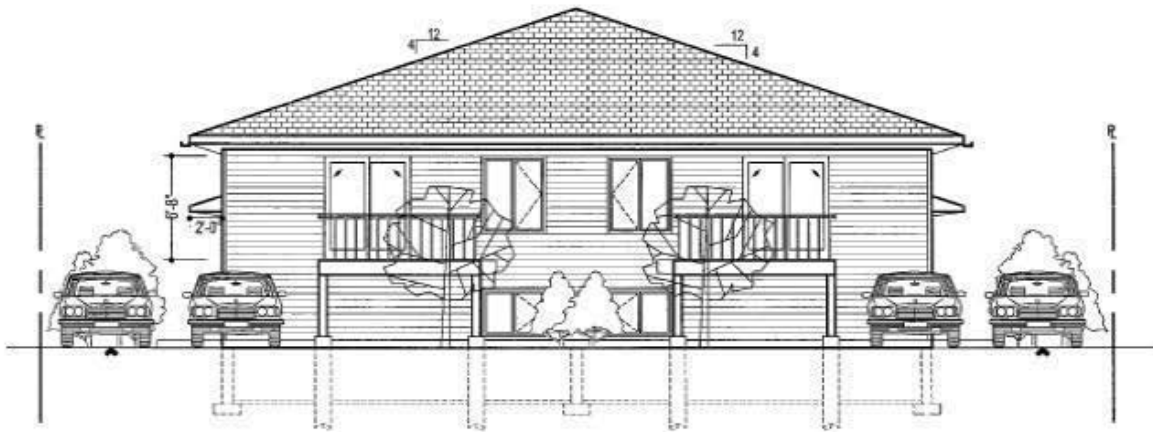
S:\Reports\CP\2014\P&O Req. for funding – Inn. Hous. Incen. 119 Avenue S South – H4H Stoon\kt

Four-unit Dwelling Proposed for 119 Avenue S South



EAST ELEVATION

SCALE: 1/8" = 1'-0"



WEST ELEVATION

SCALE: 1/8" = 1'-0"

Capital Grant Evaluation Matrix for 119 Avenue S South

Housing Business Plan Priority	Criteria	Possible Points	Points Earned
Base Grant	Projects must serve households below provincial SHIMs.	3 percent	3
Leveraging Funding from Senior Levels of Government	Secured funding from federal or provincial government under an eligible grant program.	2 percent	2
Significant Private Partnership	There is a significant donation (at least 10 percent in-kind or donation) from a private donor, faith group or service club.	1 percent	1
Accessible Housing	At least 5 percent of units meet barrier free standards.	1 percent	0
Neighbourhood Revitalization	a. Project improves neighbourhood by renovating or removing rundown buildings; and/or	1 percent	1
	b. developing a vacant or brownfield site.	1 percent	0
Mixed Tenure Development	Project has a mix of affordable/market units or a mix of rental/ownership.	1 percent	0
Safe and Secure Housing	a. Landlord is committed to obtaining Crime Free Multi-Housing certification for the project, and/or	1 percent	0
	b. incorporates CPTED principles into design.	1 percent	0
Supportive Housing	The proposal includes ongoing supports for the residents to assist them in staying housed such as drug and alcohol free, cultural supports, elements of Housing First.	1 percent	0
Meets specific identified Housing Needs	Project meets an identified housing need from a recent study such as: <ul style="list-style-type: none"> a. Homelessness, b. Large family housing (3 bedrooms or more) c. Accommodation for students d. Aboriginal housing 	2 percent	1
Innovative Housing	Project uses innovative design, construction technique, materials or energy saving features.	1 percent	1
Innovative Tenure	Innovative Housing tenures such as Rent to Own, Life Lease, Land Trust, Sweat Equity, Co-op Housing or Co-Housing.	1 percent	1
Notes:			Total Points and Capital Grant Percent Earned
			10

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 30, 2013
SUBJECT: Request for Extension – Innovative Housing Incentives and Sale of Pre-designated Site – 211 Slimmon Road
FILE NO.: CK 4215-1, x CK 750-4, LA 4217-09-05 and PL 951-90

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

- 1) that City Council amend the Innovative Housing Incentives Agreement with Habitat for Humanity Saskatoon Inc. to extend the expected completion date for the affordable housing project at 211 Slimmon Road to November 30, 2015; and
- 2) that the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk execute the agreements under the Corporate Seal.

TOPIC AND PURPOSE

The purpose of this report is to allow Habitat for Humanity Saskatoon Inc. (Habitat for Humanity) additional time to complete their affordable housing project at 211 Slimmon Road.

REPORT HIGHLIGHTS

1. The Administration is recommending that Habitat for Humanity be granted additional time to complete their affordable housing project at 211 Slimmon Road.
2. Habitat for Humanity's project at 211 Slimmon Road addresses many priorities of the City of Saskatoon's (City) Housing Business Plan.

STRATEGIC GOAL

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

BACKGROUND

The site located at 211 Slimmon Road was pre-designated by City Council on December 6, 2010, for affordable housing. City Council authorized the Saskatoon Land Division Manager to sell the site through an RFP (Request for Proposal) process to the proponent that received the highest score based on evaluation criteria set by City Council.

During its August 11, 2011 meeting, City Council approved a recommendation to sell this site to Habitat for Humanity, whose proposal to build 12 affordable townhouse units received the highest score on the evaluation criteria. City Council approved funding of \$181,500 and a five-year incremental property tax abatement under Innovative Housing Incentives Policy No. C09-002. The cash grant was provided in the form of a discounted purchase price under the Land Cost Reduction Program when Habitat for Humanity took possession of the site in May 2012.

Habitat for Humanity entered into an Innovative Housing Incentive Agreement (Agreement) with the City in which they agreed to use their best efforts to finish all work on the site on or before August 15, 2014.

REPORT

Additional Time Needed to Complete Affordable Housing Project

Habitat for Humanity has not started construction on the site at 211 Slimmon Road and has notified the City that they are unable to complete the project by August 15, 2014, as agreed upon in the Agreement. Habitat for Humanity is requesting an extension to the Agreement and is proposing to begin construction at this site in May 2014, with completion expected by November 2015.

Habitat for Humanity had projects comprised of 11 housing units approved for City funding in process when they were selected to purchase the site at 211 Slimmon Road. Habitat for Humanity has been focusing their energy on completing these projects before beginning construction at 211 Slimmon Road. Habitat for Humanity has completed six of these units and the remaining five are well along in the construction process and should be completed by the spring of 2014.

The Administration supports Habitat for Humanity's request for an extension recognizing that Habitat for Humanity depends on volunteer labour, partnerships with schools, corporate sponsorships, and financial donations to complete their housing projects. Every effort will be made to ensure that Habitat for Humanity commences construction in 2014. Another extension is unlikely.

Habitat for Humanity's Project Addresses City's Priorities

When complete, the project at 211 Slimmon Road will address a number of priorities in the City's Housing Business Plan including:

- 1) attainable housing in all neighbourhoods;
- 2) accessible housing;
- 3) housing that meets identified needs (large families); and
- 4) energy-efficient housing.

Habitat for Humanity provides home ownership opportunities to families with low incomes who typically cannot afford to purchase a home under the City's Mortgage Flexibilities Support Program.

OPTIONS TO THE RECOMMENDATION

City Council can choose to deny Habitat for Humanity an extension to the completion date for the project at 211 Slimmon Road. This would obligate Habitat for Humanity under the terms of the Agreement to repay the City the \$181,500 in funding already provided for this project.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

There are no financial implications.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Public and/or stakeholder consultations were not required.

COMMUNICATION PLAN

A communication plan is not required.

DUE DATE FOR PROJECT COMPLETION AND/OR FOLLOW UP

The project at 211 Slimmon Road is expected to be complete by November 2015.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPLICATIONS

There are no privacy implications.

PUBLIC NOTICE

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

Written by: Daryl Sexsmith, Housing Analyst

Reviewed by: Frank Long,
Director of Saskatoon Land

Reviewed by: “Alan Wallace Dec.24/13”
Alan Wallace
Director of Planning and Development

Approved by: “Randy Grauer, Dec.24/13”
Randy Grauer, General Manager
Community Services Department
Dated: _____

Approved by: “Murray Totland Jan.2/14”
Murray Totland, City Manager
Dated: _____

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 18, 2013
**SUBJECT: Cress Housing Corporation - Innovative Housing Incentives -
Transitional Rental Housing - 212 Lindsay Place**
FILE NO.: CK 750-4 and PL 951-124

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

- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a 12-unit apartment building located at 212 Lindsay Place, by Cress Housing Corporation, to a maximum of \$129,600 be approved;
- 2) that a supplemental Land Cost Differential Incentive of 5 percent of the total capital cost for the purchase and renovation of the apartment building at 212 Lindsay Place, by Cress Housing Corporation, estimated at \$95,348, be approved; and
- 3) that the City Solicitor be requested to prepare the necessary agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

TOPIC AND PURPOSE

The purpose of this report is to recommend that funding be provided for a 9 percent capital grant and for a 5 percent Land Cost Differential Incentive towards the purchase and renovation of a 12-unit dwelling located at 212 Lindsay Place, for transitional rental housing units, to be operated by Cress Housing Corporation (Cress).

REPORT HIGHLIGHTS

1. Cress is purchasing and renovating a 12-unit apartment building to provide transitional housing for families at risk of homelessness.
2. The Administration is recommending a 9 percent capital grant from the City of Saskatoon (City) estimated to be \$129,600.
3. The Administration is recommending a 5 percent Land Cost Differential Incentive estimated to be \$95,348.
4. The project has received funding commitments from the Homelessness Partnering Strategy and is eligible for provincial funding.

STRATEGIC GOAL

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

BACKGROUND

During its June 24, 2013 meeting, City Council approved the 2013-2022 Housing Business Plan (Housing Business Plan), which included a number of provisions to support the creation of additional units across the attainable housing spectrum over the next ten years. The plan included a new point system for projects that are eligible for capital grants under Innovative Housing Incentives Policy No. C09-002. Projects can earn a grant of up to 10 percent of the capital costs through an evaluation matrix based on the priorities of the Housing Business Plan.

The Housing Business Plan also included a new Land Cost Differential Incentive that provides an additional capital grant of up to 5 percent of the total capital cost for affordable rental housing projects located in areas where there is a low concentration of affordable rental housing.

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. The budget included funding of \$878,000 for capital grants under Innovative Housing Incentive Policy No. C09-002, and Land Cost Differential Incentives to support a target of 35 to 50 new affordable rental or transitional housing units.

Cress is a non-profit organization that is a subsidiary of the Saskatoon Tribal Council. Their mandate is to provide affordable and adequate housing to First Nations people living in the city with priority given to families with dependents under the age of 18 years. Cress has been providing affordable housing in the city for over 25 years and currently manages more than 450 rental units. They have a waiting list of approximately 1,000 families and individuals in need of suitable affordable housing.

REPORT

An application for financial assistance under Innovative Housing Incentives Policy No. C09-002 was received from Cress by the Planning and Development Division on December 10, 2013.

Purchase and Renovation of Building at 212 Lindsay Place

The proposal received from Cress calls for the purchase and renovation of an existing 12-unit apartment building at 212 Lindsay Place in the Greystone Heights neighbourhood (see Attachment 1). The building will be completely renovated and will feature many upgrades, including mechanical systems, fire doors, windows, repairing exterior walls, new floor coverings, bathroom upgrades, and refurbishing kitchen cupboards and counter tops.

The project includes 11 two-bedroom units and 1 one-bedroom unit. The units will be rented to First Nation families who are currently homeless or at risk of being homeless with the objective of transitioning these families to a point where they can function in the

open rental market. The residents will receive supports from the Saskatoon Tribal Council in the areas of health, family services, childcare, adult upgrading, skill development, and employment. Cress is committed to obtaining the Crime Free Multi-Housing Designation for this project once complete.

All residents will have their incomes screened to ensure they are below the Saskatchewan Household Income Maximums (SHIMs). Rent will be \$750 per month for a two-bedroom suite and \$550 for a one-bedroom suite, which is about \$300 below average rents in the city of Saskatoon.

Project Evaluation and Capital Grant Amount

The cost of purchasing the property and performing renovations has been estimated by Cress to be \$1,906,956. Cress's application for financial assistance was evaluated by the Neighbourhood Planning Section using the Capital Grant Project Evaluation Matrix and was awarded nine points, which equates to a 9 percent capital grant. A copy of the evaluation has been provided in Attachment 2.

A 9 percent capital grant is estimated to be \$171,626; however, Innovative Housing Incentives Policy No. C09-002 limits the maximum grants payable to \$10,800 per unit for market apartment renovations qualifying for a 9 percent capital grant. Therefore, the Administration is recommending that the capital grant for this project not exceed \$129,600.

The project does not represent a change in land use or building area and, as a result, there are no incremental taxes and no tax abatements that can be offered under the provisions of Innovative Housing Incentives Policy No. C09-002.

Land Cost Differential Incentive to De-Concentrate the Supply of Affordable Housing

The project is located in the Greystone Heights neighbourhood, which has very little affordable rental housing. There are currently only four affordable rental units in the entire neighbourhood. The location chosen by Cress for this project aligns with a priority of the City's Housing Business Plan by creating transitional rental housing in an area that lacks it.

Comparable land values indicate that the land at 212 Lindsay Place is worth approximately \$300,000 more than a similar site located on 22nd Street West in an area with a high concentration of affordable rental housing. There has clearly been an increased cost to the proponent for choosing this location and supporting the City's priority of creating affordable housing in all areas of the city. Therefore, the Administration is recommending that this project also be approved for a supplemental grant of 5 percent of the total project cost estimated at \$95,348 under the Land Cost Differential Incentive.

Funding Commitments from other Sources

This project has received a funding commitment from the federal government under the Homelessness Partnering Strategy (HPS) of \$800,000. Cress has committed \$303,756 from its own reserves and has applied for \$288,000 from the Saskatchewan Housing Corporation under the Saskatchewan Home Repair Program (Rental Repair). Should the \$224,948 in funding from the City be approved, Cress will be able to obtain a mortgage for \$290,252 to cover the balance of the capital cost of the project.

Cress has provided an ongoing operating budget for the project, which shows that the revenue generated from rent is sufficient to cover all operating expenses, mortgage payments, and annual contributions to a reserve fund for future maintenance.

OPTIONS TO THE RECOMMENDATION

The only option is to deny the request to fund these transitional housing units. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The funding source for the two grants totalling \$224,948 is the Affordable Housing Reserve. City Council allocated \$878,000 for capital grants for affordable rental and transitional housing units in 2014. There are two other transitional housing projects and an affordable ownership project that have applied for a total of \$236,250 in capital grants that are pending approval from City Council. If City Council approves capital grants for all four of these projects, there will be \$416,802 remaining for an additional 22 affordable rental and transitional housing projects to be approved in 2014.

A summary of projects pending City Council approval is listed in the table below:

Proponent	Address	Funding Requested	Number of Units
Cumfi	601 Avenue O North	\$36,000	2
EGADZ	600 Queen Street	\$140,250	10
Cress	212 Lindsay Place	\$224,948	12
Habitat for Humanity	119 Avenue S South	\$60,000	4
Unallocated	Future applications and contingency	\$416,802	22
Total Budget		\$878,000	50

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

No public and/or stakeholder involvement is required.

COMMUNICATION PLAN

A joint news release will be issued upon completion of the project by the three levels of government.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The project is estimated to be completed by March 2014.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPLICATIONS

There are no anticipated privacy implications arising from this initiative.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

ATTACHMENTS

1. Area Map
2. Project Evaluation Matrix

Written by: Daryl Sexsmith, Housing Analyst

Reviewed by: “Alan Wallace”
Alan Wallace,
Director of Planning and Development

Approved by: “Teresa Quon” for
Randy Grauer, General Manager
Community Services Department
Dated: “December 23, 2013”

Approved by: “Murray Totland”
Murray Totland, City Manager
Dated: “January 3, 2014”

Area Map

212 Lindsay Place

Printed: December 17,
Scale: 1 : 3850



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**Project Evaluation Matrix
Innovative Housing Incentive Program – Capital Grant Project Evaluation Matrix**

A new points system has been developed to achieve various targets within the Housing Business Plan. The Innovative Housing Incentive Program is the City of Saskatoon’s main incentive program for affordable and special needs housing. The program offers a capital grant of up to 10 percent of the total capital cost of affordable housing projects. Housing created under this incentive must be provided to households within incomes below the Saskatchewan Household Income Maximums (SHIMs) described in Appendix 2 of the Housing Business Plan.

The program offers a base level of municipal support equal to three percent of the total capital costs. The capital grant can be increased to a maximum of up to 10 percent of the total capital cost of affordable housing projects. Grants are calculated on a points system matrix, with extra points assigned for each housing priority addressed within the City’s Housing Business Plan.

Below is the point evaluation score for the project located at 601 Avenue O North and the corresponding capital grant percent.

Proponent	Project Location	Date Application Received	Date Application Evaluated
Cress Housing Corporation	212 Lindsay Place	Dec. 10, 2013	December 17, 2013
Housing Business Plan Priority	Criteria	Possible Points	Points Earned
Base Grant	Projects must serve households below provincial SHIMs	3 percent	3
Leveraging Funding from Senior Levels of Government	Secured funding from federal or provincial government under an eligible grant program	2 percent	2
Significant Private Partnership	There is a significant donation (at least 10 percent in-kind or donation) from a private donor, faith group or service club.	1 percent	0
Accessible Housing	At least 5 percent of units meet barrier free standards	1 percent	0
Neighbourhood Revitalization	a. Project improves neighbourhood by renovating or removing rundown buildings; and/or	1 percent	0
	b. developing a vacant or brownfield site.	1 percent	0
Mixed Tenure Development	Project has a mix of affordable/market units or a mix of rental/ownership	1 percent	0
Safe and Secure Housing	a. Landlord is committed to obtaining Crime Free Multi Housing certification for the project, and/or	1 percent	1
	b. incorporates CPTED principles into design	1 percent	
Supportive Housing	The proposal includes ongoing supports for the residents to assist them in staying housed such as drug	1 percent	1

ATTACHMENT 2

	and alcohol free, cultural supports, elements of Housing First.		
Meets specific identified Housing Need	Project meets an identified housing need from a recent study such as: a. Homelessness, b. Large Family housing (3 bedrooms or more) c. Accommodation for students d. Aboriginal housing	2 percent	2
Innovative Housing	Project uses innovative design, construction technique, materials or energy saving features.	1 percent	0
Innovative Tenure	Innovative Housing tenures such as Rent to Own, Life Lease, Land Trust, Sweat Equity, Co-op Housing or Co-Housing	1 percent	0
Notes:			Total Points and Capital Grant Percent Earned
			9 Points = 9% Capital Grant

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 16, 2013
SUBJECT: Central Urban Métis Federation Inc. – Innovative Housing Incentives
Two Transitional Rental Homes – 601 Avenue O North
FILE NO.: CK 750-4 and PL 951-122

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

- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a two-unit dwelling by the Central Urban Métis Federation Inc., to a maximum of \$36,000 be approved; and
- 2) that the City Solicitor be requested to prepare the necessary agreements, and His Worship the Mayor, and the City Clerk be authorized to execute the agreements under the Corporate Seal.

TOPIC AND PURPOSE

The purpose of this report is to recommend funding of a 9 percent capital grant towards the purchase and renovation of a duplex located at 601 Avenue O North, for two transitional rental housing units to be operated by the Central Urban Métis Federation Inc. (CUMFI).

REPORT HIGHLIGHTS

1. CUMFI is purchasing and renovating a two-unit dwelling to be operated as transitional housing for low-income families.
2. The Administration is recommending a 9 percent capital grant from the City of Saskatoon (City) estimated at \$36,000.
3. The project has received funding commitments from the Homelessness Partnership Strategy and from the Clarence Campeau Development Fund.

STRATEGIC GOAL

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

BACKGROUND

During its June 24, 2013 meeting, City Council approved the 2013-2022 Housing Business Plan, which included a number of provisions to support the creation of additional units across the attainable housing spectrum over the next ten years. The plan included a new point system for projects that are eligible for capital grants under Innovative Housing Incentives Policy No. C09-002. Projects can earn a grant up to 10 percent of the capital costs through an evaluation matrix, based on the priorities of the Housing Business Plan.

During its December 4, 2013 meeting, City Council approved the 2014 Corporate Business Plan and Operating and Capital Budget, which allocated \$1.4 million to implementing the Housing Business Plan. A target of 480 new attainable housing units was set for 2014. The budget included funding of \$878,000 for capital grants under the Innovative Housing Incentive, and Land Cost Differential Incentives to support a target of 35 to 50 new affordable rental or transitional housing units.

REPORT

An application for financial assistance under Innovative Housing Incentives Policy No. C09-002 from CUMFI was received by the Planning and Development Division on August 20, 2013.

CUMFI is a community based, Métis owned and operated, non-profit organization that has been in Saskatoon for 20 years. The organization is committed to improving the lives of urban Aboriginal people through its focus on socio-economic issues, and assisting people in making healthy transitions. CUMFI has been operating transitional housing programs since 2002.

Purchase and Renovation of a Duplex by CUMFI

CUMFI has recently purchased a duplex located at 601 Avenue O North and has begun to renovate both units (see Attachment 1). Once complete, the duplex will provide a home to mothers in need of transitional rental housing. The duplex is a family-oriented design; both self-contained units have two bedrooms. CUMFI will rent the two units to low-income families at affordable rates as determined by the Ministry of Social Services. The cost of purchasing the property and performing the renovations has been estimated by CUMFI to be \$410,000.

CUMFI has identified that the clients served by this project will also have children in foster care, and that by providing support services and family-oriented housing, the children of the residents may be able to live there with their mother. When complete, this project will meet this need identified in The Saskatoon Housing and Homelessness Plan (2011-2014).

In addition to renting the two homes at affordable rates, CUMFI will also provide a number of support services as part of their larger network. Residents will have access to the CUMFI Outreach Team, which consists of four staff who work seven days a week to offer supports, such as shopping, wellness, daily routines, and children's activities.

Project Evaluation and Capital Grant Amount

CUMFI's application for financial assistance was evaluated by the Neighbourhood Planning Section, Planning and Development Division, using the Capital Grant Project Evaluation Matrix and was awarded 9 points, which equates to a 9 percent capital grant. A copy of the evaluation has been provided in Attachment 2. The 9 percent capital grant is estimated at \$36,900; however, Innovative Housing Incentives Policy No. C09-002 limits the maximum grants payable to \$18,000 per unit for two-bedroom units qualifying for a 9 percent capital grant. The Administration is recommending that the capital grant for this project not exceed \$36,000.

The project does not represent a change in land use or building area and, as a result, there are no incremental taxes and no tax abatements can be offered under the provisions of Innovative Housing Incentives Policy No. C09-002.

The project is located in the Mount Royal neighbourhood, which currently has 115 affordable rental housing units for families, representing approximately 6 percent of the homes in the neighbourhood. This project does not qualify for a supplemental grant under the Land Cost Differential Incentive.

Funding Commitments from Other Sources

This project has received funding commitments from the Federal government and from a private development fund. The Homelessness Partnership Strategy (HPS) has committed \$271,000 in Federal government funding and the Clarence Campeau Development Fund has committed \$100,000 toward this project. Should the \$36,000 in funding from the City be approved, CUMFI will have raised the funding that is necessary to complete this project.

OPTIONS TO THE RECOMMENDATION

The only option is to deny the request to fund these transitional housing units. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The funding source for the 9 percent capital grant is the Affordable Housing Reserve. City Council budgeted \$878,000 in capital grants for affordable rental and transitional housing units in 2014.

There are two other transitional housing projects and an affordable ownership project that have applied for a total of \$425,198 in capital grants that are pending approval from

City Council. If City Council approves capital grants for all four of these projects, there will be \$416,802 remaining for an additional 22 affordable rental and transitional housing projects to be approved in 2014.

A summary of projects pending Council approval is listed in the table below:

Proponent	Address	Funding Requested	Number of Units
Cumfi	601 Avenue O North	\$36,000	2
EGADZ	600 Queen Street	\$140,250	10
Cress	212 Lindsay Place	\$224,948	12
Habitat for Humanity	119 Avenue S South	\$60,000	4
Unallocated	Future applications and contingency	\$416,802	22
Total Budget		\$878,000	50

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Public and/or stakeholder consultations were not required.

COMMUNICATION PLAN

A joint news release will be issued upon completion of the project by the three levels of government.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Renovation of the duplex is currently underway. The project is estimated to be completed by March 2014.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPLICATIONS

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

ATTACHMENTS

- 1. Area Map
- 2. Project Evaluation Matrix

Written by: Mark Wilson, Planner

Reviewed by: “Alan Wallace”
Alan Wallace,
Director of Planning and Development

Approved by: “Teresa Quon” for
Randy Grauer, General Manager
Community Services Department
Dated: “December 23, 2013”

Approved by: “Murray Totland”
Murray Totland, City Manager
Dated: “January 3, 2014”



601 Avenue O N



**Project Evaluation Matrix
Innovative Housing Incentive Program – Capital Grant Project Evaluation Matrix**

A new points system has been developed to achieve various targets within the Housing Business Plan. The Innovative Housing Incentive Program is the City of Saskatoon’s main incentive program for affordable and special needs housing. The program offers a capital grant of up to 10 percent of the total capital cost of affordable housing projects. Housing created under this incentive must be provided to households within incomes below the Saskatchewan Household Income Maximums (SHIMs) described in Appendix 2 of the Housing Business Plan.

The program offers a base level of municipal support equal to three percent of the total capital costs. The capital grant can be increased to a maximum of up to 10 percent of the total capital cost of affordable housing projects. Grants are calculated on a points system matrix, with extra points assigned for each housing priority addressed within the City’s Housing Business Plan.

Below is the point evaluation score for the project located at 601 Avenue O North and the corresponding capital grant percent.

Proponent	Project Location	Date Application Received	Date Application Evaluated
Central Urban Métis Federation Inc.	601 Ave O North	August 20, 2013	September 24, 2013
Housing Business Plan Priority	Criteria	Possible Points	Points Earned
Base Grant	Projects must serve households below provincial SHIMs	3 percent	3
Leveraging Funding from Senior Levels of Government	Secured funding from federal or provincial government under an eligible grant program	2 percent	2
Significant Private Partnership	There is a significant donation (at least 10 percent in-kind or donation) from a private donor, faith group or service club.	1 percent	1
Accessible Housing	At least 5 percent of units meet barrier free standards	1 percent	0
Neighbourhood Revitalization	a. Project improves neighbourhood by renovating or removing rundown buildings; and/or	1 percent	0
	b. developing a vacant or brownfield site.	1 percent	0
Mixed Tenure Development	Project has a mix of affordable/market units or a mix of rental/ownership	1 percent	0
Safe and Secure Housing	a. Landlord is committed to obtaining Crime Free Multi Housing certification for the project, and/or	1 percent	0
	b. incorporates CPTED principles into design	1 percent	0
Supportive Housing	The proposal includes ongoing supports for the residents to assist them in staying housed such as drug	1 percent	1

	and alcohol free, cultural supports, elements of Housing First.		
Meets specific identified Housing Need	Project meets an identified housing need from a recent study such as: <ul style="list-style-type: none"> a. Homelessness, b. Large Family housing (3 bedrooms or more) c. Accommodation for students d. Aboriginal housing 	2 percent	2
Innovative Housing	Project uses innovative design, construction technique, materials or energy saving features.	1 percent	
Innovative Tenure	Innovative Housing tenures such as Rent to Own, Life Lease, Land Trust, Sweat Equity, Co-op Housing or Co-Housing	1 percent	
Notes:			Total Points and Capital Grant Percent Earned
			9 Points = 9% Capital Grant

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 17, 2013
SUBJECT: Saskatoon Downtown Youth Centre Inc. (EGADZ) – Innovative Housing Incentives – Sweet Dreams Project – Transitional Housing for Mothers and Children – 600 Queen Street
FILE NO.: CK 750-4 and PL 951-119

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

- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a transitional rental home for mothers and their children by Saskatoon Downtown Youth Centre Inc. to a maximum of \$90,000 be approved;
- 2) that a land cost differential incentive of 5 percent of the total capital cost for the purchase and renovation of a transitional rental home for mothers and their children by Saskatoon Downtown Youth Centre Inc. estimated at \$50,250 be approved; and
- 3) that the City Solicitor be requested to prepare the necessary agreements, and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

TOPIC AND PURPOSE

The purpose of this report is to recommend that funding be provided for a 9 percent capital grant and a 5 percent land cost differential incentive towards the purchase and renovation of an existing residential care home located at 600 Queen Street. The home will provide transitional rental housing to mothers and their children and will be operated by Saskatoon Downtown Youth Centre Inc. (EGADZ).

REPORT HIGHLIGHTS

1. EGADZ is purchasing and renovating a residential care home to provide transitional housing for mothers and young children.
2. The Administration is recommending a 9 percent capital grant from the City of Saskatoon (City) estimated to be \$90,000.
3. The Administration is recommending a 5 percent land cost differential incentive estimated to be \$50,250.
4. The project has received funding commitments from the Homelessness Partnership Strategy and from private donors.

STRATEGIC GOAL

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

BACKGROUND

During its June 24, 2013 meeting, City Council approved the 2013-2022 Housing Business Plan, which included a number of provisions to support the creation of additional units across the attainable housing spectrum over the next ten years. The plan included a new point system for projects that are eligible for capital grants under Innovative Housing Incentives Policy No. C09-002. Projects can earn a grant of up to 10 percent of the capital costs through an evaluation matrix, based on the priorities of the Housing Business Plan.

The Housing Business Plan includes a new Land Cost Differential Incentive, which provides an additional capital grant of up to 5 percent of the total capital cost for affordable rental housing projects located in areas where there is a low concentration of affordable housing.

During its December 4, 2013 meeting, City Council approved the 2014 Business Plan and Operating and Capital Budget, which allocated \$1.4 million to implementing the Housing Business Plan, and supports a target of 480 new attainable housing units. The budget included funding of \$878,000 for capital grants under the Innovative Housing Incentive Program, and supplemental land cost differential incentives to support a target of 35 new affordable rental or transitional housing units.

EGADZ has been operating transitional and supported youth housing in Saskatoon since 1997. Currently, EGADZ operates 15 transitional homes located in a variety of locations in Saskatoon, including supervised homes for young mothers and their infant children. The homes provide personal, educational, and vocational support.

REPORT

An application for financial assistance under Innovative Housing Incentives Policy No. C09-002 from EGADZ was received by the Planning and Development Division on November 28, 2013.

Purchase and Renovation of Building at 600 Queen Street

EGADZ is in the process of purchasing a building at 600 Queen Street, which is currently operating as a visitors lodge (see Attachment 1). EGADZ is planning to renovate the building and to operate it as a residential care home for young mothers and their children who are at risk of being homeless. The building is in good condition and will only require minor renovations. Once complete, the home will include ten bedrooms, eight bathrooms, a study room, a shared kitchen, and living room. The site

at 600 Queen Street is in the M2 zoning district, which allows Type 3 residential care homes as a permitted use.

The Sweet Dreams home will accommodate up to eight mothers and their young children. EGADZ will operate the home co-operatively with the mothers who will share the daily responsibilities and offer support to one another. The mothers will be independent, but not alone. There will be a child care worker, social worker, and outreach staff available to support the mothers as they transition towards independence.

The mothers that will be living in the Sweet Dreams home will be required to attend an educational institution, work, or be seeking employment on a part-time basis. The residents will have very limited income from social services, student loans, or part-time work and will pay rent according to what they can afford.

The Sweet Dreams project is intended as a long-term strategy that allows the health care, social service, and education systems, as well as the community, to work together to support young mothers and their families while addressing issues of homelessness for this high risk population.

Project Evaluation and Capital Grant Amount

The cost of purchasing the property and performing renovations has been estimated by EGADZ to be \$1,005,000. EGADZ's application for financial assistance was evaluated by the Neighbourhood Planning Section using the Capital Grant Project Evaluation Matrix and was awarded nine points, which equates to a 9 percent capital grant. A copy of the evaluation has been provided in Attachment 2.

The 9 percent capital grant is estimated at \$90,450; however, Innovative Housing Incentives Policy No. C0-002 limits the maximum grants payable to \$9,000 per bedroom for residential care homes qualifying for a 9 percent capital grant. The Administration is recommending that the capital grant for this project not exceed \$90,000.

The project does not represent a change in land use or building area and, as a result, there are no incremental taxes and no tax abatement that can be offered under the provisions of Innovative Housing Incentives Policy No. C09-002. EGADZ will be applying to the Province of Saskatchewan for an exemption from paying property tax as they have received on other projects.

Land Cost Differential Incentive to De-Concentrate the Supply of Affordable Housing

The project is located in the City Park neighbourhood, which has very little affordable rental housing except for two senior citizen complexes along 25th Street. There is only one other transitional residential care home in the City Park neighbourhood, which houses up to five individuals. The location chosen by EGADZ for this project aligns with a priority of the City's 2013 - 2022 Housing Business Plan by creating transitional housing in an area that lacks it.

Comparable land values indicate that the land at 600 Queen Street is worth approximately \$680,000 while similar sites in areas with a high concentration of affordable rental and transitional housing are worth approximately \$380,000. There has clearly been an increased cost to the proponent for choosing this location, and supporting the City's priority of creating affordable housing in all areas of the city. The Administration is recommending that this project also be approved for a land cost differential incentive grant of 5 percent of the total project cost estimated at \$50,250.

Funding Commitments from Other Sources

This project has received funding commitments from the Federal government and from private donors. The Homelessness Partnering Strategy (HPS) has committed \$319,694 in Federal government funding and two private donors have already provided a total of \$75,000. A third private donor has committed to providing the balance of the funding needed (up to \$500,000). EGADZ has received a letter of commitment from the Ministry of Social Services to cover operating costs for the Sweet Dreams home.

Should the \$140,250 in funding from the City be approved, EGADZ will have raised the funding that is necessary to complete this project.

OPTIONS TO THE RECOMMENDATION

The only option is to deny the request to fund these transitional housing units. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The funding source for the two grants totalling \$140,250 is the Affordable Housing Reserve. City Council allocated \$878,000 in capital grants for affordable rental and transitional housing units in 2014. There are two other transitional housing projects and one affordable ownership project that have applied for a total of \$320,948 in capital grants pending approval from City Council. If City Council approves capital grants for all of these projects, there will be \$416,802 remaining for additional affordable rental and transitional housing projects to be approved in 2014.

Proponent	Address	Funding Requested	Number of Units
Cumfi	601 Avenue O North	\$36,000	2
EGADZ	600 Queen Street	\$140,250	10
Cress	212 Lindsay Place	\$224,948	12
Habitat for Humanity	119 Avenue S South	\$60,000	4
Unallocated	Future applications and contingency	\$416,802	22
Total Budget		\$878,000	50

Area Map

600 Queen Street

Printed: December 17, 2013
Scale: 1:3850



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**Point System, Project Evaluation
Innovative Housing Incentive Program – Capital Grant Project Evaluation Matrix**

A new points system has been developed to achieve various targets within the Housing Business Plan. The Innovative Housing Incentive Program is the City of Saskatoon’s main incentive program for affordable and special needs housing. The program offers a capital grant of up to 10 percent of the total capital cost of affordable housing projects. Housing created under this incentive must be provided to households within incomes below the Saskatchewan Household Income Maximums (SHIMs) described in Appendix 2 of the Housing Business Plan.

The program offers a base level of municipal support equal to three percent of the total capital costs. The capital grant can be increased to a maximum of up to 10 percent of the total capital cost of affordable housing projects. Grants are calculated on a points system matrix, with extra points assigned for each housing priority addressed within the City’s Housing Business Plan.

Below is the point evaluation score for the project located at 600 Queen Street and the corresponding capital grant percent.

Proponent	Project Location	Date Application Received	Date Application Evaluated
EGADZ	600 Queen Street	Nov.28, 2013	December 16, 2013
Housing Business Plan Priority	Criteria	Possible Points	Points Earned
Base Grant	Projects must serve households below provincial SHIMs	3 percent	3
Leveraging Funding from Senior Levels of Government	Secured funding from federal or provincial government under an eligible grant program	2 percent	2
Significant Private Partnership	There is a significant donation (at least 10 percent in-kind or donation) from a private donor, faith group or service club.	1 percent	1
Accessible Housing	At least 5 percent of units meet barrier free standards	1 percent	0
Neighbourhood Revitalization	a. Project improves neighbourhood by renovating or removing rundown buildings; and/or	1 percent	0
	b. developing a vacant or brownfield site.	1 percent	0
Mixed Tenure Development	Project has a mix of affordable/market units or a mix of rental/ownership	1 percent	0
Safe and Secure Housing	a. Landlord is committed to obtaining Crime Free Multi Housing certification for the project, and/or	1 percent	0
	b. incorporates CPTED principles into design	1 percent	0
Supportive Housing	The proposal includes ongoing supports for the residents to assist them in staying housed such as drug	1 percent	1

	and alcohol free, cultural supports, elements of Housing First.		
Meets specific identified Housing Need	Project meets an identified housing need from a recent study such as: <ul style="list-style-type: none"> a. Homelessness, b. Large Family housing (3 bedrooms or more) c. Accommodation for students d. Aboriginal housing 	2 percent	2
Innovative Housing	Project uses innovative design, construction technique, materials or energy saving features.	1 percent	0
Innovative Tenure	Innovative Housing tenures such as Rent to Own, Life Lease, Land Trust, Sweat Equity, Co-op Housing or Co-Housing	1 percent	0
Notes:			Total Points and Capital Grant Percent Earned
			9 Points = 9% Capital Grant

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 23, 2013
SUBJECT: Special Event Policy No. C03-007
Request for Funding — 2014 CIS Men's Hockey University Cup
FILE NO.: CK 1870-15 and LS 1870-12-2

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

- 1) that funding in the amount of \$25,000 be allocated under the Special Event, Sport category to the 2014 CIS Men's Hockey University Cup, as this event meets eligibility requirements as outlined in Special Events Policy No C03-007.

TOPIC AND PURPOSE

The purpose of this report is to request approval for a Special Event grant for the 2014 CIS Men's Hockey University Cup being hosted by the University of Saskatchewan from March 20 to 23, 2014 in Saskatoon.

REPORT HIGHLIGHTS

1. The CIS Men's Hockey University Cup will take place March 20 to 23, 2014 at Credit Union Centre and will involve numerous other initiatives outside of the hockey games.
2. This event meets policy criteria of having an operating budget of over \$100,000. The event operating budget does include the deficit experienced in hosting this event in 2013 and the business plan outlines initiatives put in place to ensure a deficit is not experienced in 2014.
3. This event has identified its event legacy as a \$10,000 contribution to Saskatoon Minor Hockey Association through the KidSport and Dream Brokers programs that benefit less advantaged children in the community wanting to play hockey.
4. This event will have a positive economic impact to the greater Saskatoon community.

STRATEGIC GOAL

This report supports the long-term strategy to support community-building through direct investment, which falls within the Strategic Goal of Quality of Life.

BACKGROUND

On October 9, 2013, the Administration received a draft business plan submission from the organizing committee requesting funding in the amount of \$25,000 for the CIS Men's Hockey University Cup. On November 25, 2013, a finalized business plan was submitted for the Administration's review (see Attachment 1).

REPORT

Event Highlights

In addition to the University Cup hockey games themselves, other program initiatives that will be taking place during this event include a “School Program” which will see over 14,000 students from the Saskatoon Public and Separate School Divisions and Prairie Spirit School Division being bussed to Credit Union Centre to watch a game.

A “Thank the Coach Program” has also been organized and will take place on March 23. This program will bring local, provincial and national coaches together for a coaches symposium that will focus on topics such as trends in the game, athlete development and athlete safety.

In conjunction with the games, cabarets and family fun zones will be part of the overall CIS Men’s Hockey University Cup experience.

Operating Budget

The CIS Men’s Hockey University Cup event has an estimated operating budget of over \$1 million, which meets policy criteria.

The operating budget for this event includes an \$110,000 expense that is a deficit from the 2013 event. The host committee has outlined that this deficit was a result of many one-time capital expenses incurred for the 2013 event that will not be incurred in hosting the 2014 event. Extremely cold weather, along with a north end water main break, also contributed to softer than expected ticket sales for the 2013 event. The host committee has developed strategies through aggressive advance ticket packaging to ensure a successful 2014 event.

Event Legacy

The budget submitted for this event has identified over \$290,000 in legacy funds to be dispersed to various Huskie Athletics initiatives, as well as a specific legacy to Saskatoon Minor Hockey Association (SMHA). Through the KidSport and Dream Brokers programs, which work to provide less advantaged children in the community with the opportunity to be involved in sport, legacy funds will be used to subsidize the cost of registration fees, equipment costs, team fees, etc., so that children wanting to play hockey are financially supported in doing so.

Economic Impact

Saskatoon Sport Tourism was able to produce an economic assessment of this event using the “Sport Tourism Economic Assessment Model.” This tool indicates that this event will have an estimated Gross Domestic Product (GDP) of \$2,589,852, which is the net economic impact the event will have on the community.

OPTIONS TO THE RECOMMENDATION

The two options City Council may consider are to deny the recommendation as outlined in this report, or approve a grant amount other than the \$25,000 requested.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

As at January 1, 2014, the Special Event Reserve has an uncommitted balance of \$1,016,139, which is comprised of \$515,000 in the Special Event category and \$501,139 in the Profile Saskatoon Event category. Attachment 2 outlines the funding and expenditures for the Special Event Reserve for 2014.

The Special Event Reserve has funds available to accommodate this funding request of \$25,000.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

The Administration received a final and complete business plan submission from the CIS Men's Hockey University Cup on November 25, 2013.

COMMUNICATION PLAN

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

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Special Event funding will be provided to the CIS Men's Hockey University Cup after completion of the event and upon submission of a post-event evaluation report, which is to include audited financial statements. This post-event evaluation report is to be submitted to the Administration within 90 days of event completion (submission by June 24, 2014).

ENVIRONMENTAL IMPLICATIONS

There will be resource consumption and waste implications relating to the increased intensity of amenity usage during the event. The potential impacts on resources have not been quantified at this time.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

There are no safety or CPTED implications.

PUBLIC NOTICE

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

ATTACHMENTS

1. CIS Men's Hockey University Cup Business Plan
2. Special Event Reserve Funding and Expenditures

Written by: Loretta Odorico, Customer Service Supervisor

Reviewed by: "Cary Humphrey"
Cary Humphrey, Director
Recreation and Sport

Approved by: "Teresa Quon"
For Randy Grauer, General Manager
Community Services Department
Dated: "December 23, 2013"

cc: Murray Totland, City Manager

S:/Reports/LS/2013/Request for Funding – CIS Men's University Cup.doc/deb

September 27, 2013

City of Saskatoon
222-3rd Avenue North
Saskatoon SK
S7K 0J5



To the Adjudication Committee:

The University of Saskatchewan Huskies asks you to accept this grant request package for major and special events. As you may or may not know, the University of Saskatchewan has been given the honour and privilege of hosting the 2014 CIS Men's Hockey University Cup for a second year. From Thursday, March 20th to Sunday, March 23rd, Saskatoon will showcase the best collegiate teams from across Canada for a spectacular weekend of fast-paced hockey. The University Cup is a nationally broadcasted event. This will result in the gorgeous city of Saskatoon being shown off from Victoria to St. John's.

Hockey has been a major part of many, if not all, people's lives who inhabit this great province. The University Cup is a unique event in the fact that it is family friendly, enjoyed by all ages, and has the ability to bring the country together to cheer and support athletes in their pursuit of making history.

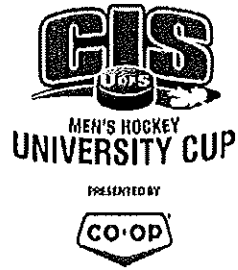
The University Cup will not only benefit our university's legacy and student athletes, but will have a very positive impact on the community of Saskatoon and the province in general. The University Cup has the potential to increase tourism, increase spending in local establishments, as well as create new jobs associated with this event. We are requesting a grant of \$25,000 in order for us to build on our success from last year. This grant will be put towards various expenses, such as operating, special events, volunteers/hosting, and other aspects needed to make the University Cup one of the greatest events hosted in Saskatoon.

Thank you for your consideration of this funding request. If you have any questions regarding said request, please do not hesitate in contacting me at 306-966-1108 or michael.jenkins@usask.ca.

Sincerely,

Michael Jenkins, Executive Director
PotashCorp University Cup presented by Co-op

Basil Hughton, Athletic Director
University of Saskatchewan



Championship Overview and Outline of Marketing Plan

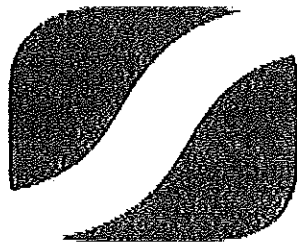
Introduction

Hockey in Saskatchewan, The University of Saskatchewan, Huskie Athletics, won their bid to host the CIS Men's Hockey Championships, known as the "University Cup/Coupe Universitaire" for the two years of 2013 and 2014. We are requesting the City of Saskatoon contribute from a funding perspective for the 2014 championships.

The beautiful campus of the University of Saskatchewan is located just on the east side of the South Saskatchewan River bank in Saskatoon, where ice hockey reigns supreme.

As hosts of the 1998, 1999 & 2000 men's hockey championships, the organizational committee has been put together through consultations with local leaders in business, university, hockey, sport, governance, tourism, recreation, facility management, and hospitality.

We invite you to read through the following pages to see why we believe event is designed to celebrate this great game of hockey, showcase the CIS and Canadian university hockey and the City of Saskatoon for the world to see.



City of
Saskatoon



UNIVERSITY OF SASKATCHEWAN

University of Saskatchewan

Our Mission

The University of Saskatchewan belongs to the people of Saskatchewan. As an academic community, our mission is to achieve excellence in the scholarly activities of teaching, discovering, preserving and applying knowledge.

Our Heritage

The University of Saskatchewan was founded in 1907, just two years after the creation of the province, to provide traditional and innovative post-secondary education to the youth of Saskatchewan. Walter Murray, our first president, supported by the people of Saskatchewan, faculty, students, staff, and politicians of both existing parties, developed a University which was guaranteed the independence necessary to function effectively. The University provided a unique blend of liberal, professional, and applied education to prepare its students to help the people of Saskatchewan build an agriculturally based province with the economic and cultural benefits of modern urban society.

One of the ways in which the University of Saskatchewan fulfilled its unique mission was by establishing colleges of Arts and Science and Agriculture on the same campus so each would influence the other. Gradually, various schools and colleges were introduced to provide Saskatchewan with educated professionals. Graduate programs were added as society's needs became more complex. Over time, the University developed affiliations with several colleges and research institutes on or near its campus.

The vision of the early settlers could not have been realized without the financial and moral support of the people of the province and the talents and efforts of faculty, staff, and students. Today, the University continues to provide liberal, artistic, and professional education, enriching the lives of the people of the province. As the province's major research institution, it has made significant contributions to all branches of knowledge, to agriculture, to health care, to resource development, and to many other segments of Saskatchewan's culture and economy. Its graduates are leaders in all sectors of society within the province, in Canada and beyond.

Our Vision

The University of Saskatchewan will be a model of scholarly inquiry, a place where all who contribute to its achievements - students, faculty, and staff - can take pride in their commitment to this centre of excellence dedicated to the service of the people of Saskatchewan and Canada.

The University will be a diverse yet integrated institution through which students and scholars interact with national and international colleagues in a broad range of academic activities. The University will provide leadership by reflecting the demographic realities of the Province in our students, faculty, and staff. The University's graduates will be adaptable to rapid change and be competitive with their peers around the world. The University of Saskatchewan will initiate further interdisciplinary approaches to issues facing society. We look forward to developing additional collaborative relationships with other educational institutions and to extending University programs to the broader community. We are confident that we will help society become more just, culturally enriched, and prosperous. We recognize that as the needs of Saskatchewan continue to change, creative ways to balance new initiatives with current activities will be required.

Mission of the 2014 Championships

Both the City of Saskatoon and Huskie Athletics boasts a successful background in hosting premier hockey championships, including but not limited to World Junior Hockey Championships, Memorial Cup and past University Cups. Our mission is to foster the development of the student-athlete through the administration and promotion of the 2014 CIS men's hockey championship. We will work towards encouraging academic success and promote the total championship experience; work towards the continual development of hockey both provincially and nationally. We will work towards providing fair competitive opportunities relevant to all participants. We will work towards profiling the province of Saskatchewan, City of Saskatoon, University of Saskatchewan and Huskie Athletics in a positive manner on the national stage. We will operate in a fiscally responsible manner resulting in legacy's being shared amongst minor sports in Saskatoon and for the Huskie student athletes themselves.



Legacy: Saskatoon Minor Hockey in Saskatoon

The Saskatoon Minor Hockey Association (SMHA) offers a variety of hockey programs for kids from five to eighteen years of age. The SMHA consists of six hockey zones which are used for player registration and team competition. The SMHA is the governing body for all CHA and SHA sanctioned minor hockey teams in the City of Saskatoon, which also include the newly formed City Wide Tier I Peewee, Bantam, and Midget Leagues, the Saskatoon & District AA Comets, the Midget AAA Stars, the Midget AAA Blazers, and the Midget AAA Contacts. The SMHA operates through an executive board of twenty-three volunteers.

Minor Hockey in Saskatoon is a staple in the fabric of our community. Street hockey, shinny, youth, adult, church, intramural hockey games are being played in Saskatoon almost 24 hours and day though the winter months in our great city. The University of Saskatchewan – Huskie Athletics will partner with the Saskatoon Minor Hockey Association in the planning, execution & delivery of the 2014 CIS Men's National Hockey Championships, so much so that, a share of the legacy profits will be donated back to Saskatoon Minor Hockey Association through KidSport and Dream Brokers which will be earmarked for the less privileged kids in our community. Other benefactors are Huskie student-athlete scholarships, all Huskie Athletic teams and creating a community legacy fund. Each of the legacy partners are well aware that they will share in a percentage of the profits, regardless of how large or small.



Budget Overview

The attached budget clearly articulates an aggressive sponsorship and ticket sales program. To date, four months in advance of the event, over \$550,000 in sponsorship dollars has already been realized and over \$100,000 on ticket sales. A \$110,000 deficit from the 2013 event is worth noting in this proposal. Much of the deficit is a result of many one-time capital expenses that were incurred in 2013 which will not be incurred in 2014 and softer than expected ticket sales due to extreme cold weather in 2013 and the Huskie team being prematurely eliminated from the championship. The 2014 host committee has developed strategies to ensure the Huskies play well into the weekend, have an aggressive advance ticket strategy, and are committed to a budget that leaves a positive legacy impact in our community. The risk in this championship remains with the University of Saskatchewan, the reward with our legacy partners.

Huskie Hosting History

Sport	Year (s)
Men's Hockey	1997-98, 1998-99, 1999-2000, 2013
Women's Volleyball	2003-04, 2004-05
Track & Field	2005-06
Football	2006
Wrestling	2006-07
Women's Basketball	2007-08

University of Saskatchewan Huskie Athletics offers

- The University of Saskatchewan Men's Hockey Team has been and continues to be one of the most competitive teams in the CIS. The Huskie program has consistently been a CIS Top Ten program for at least the past 15 years. We have competed in ten of the 13 national final tournaments and hosted the events during that time.
- A world class facility in Credit Union Centre. Credit Union Centre was a recent host of the 2010 World Junior Hockey Championship and 2013 Memorial Cup where record crowds and revenues were realized. Credit Union Centre is a 14,400 seat facility featuring such amenities as: ample parking, tv broadcast friendly, club seats, numerous advertising opportunities, adequate dressing room & training rooms, media space, corporate suites, a power-ring, digital video score-clock and many food and beverage outlets.
- An extensive history of hosting high quality CIS National Championships.
- A host committee that is committed to setting all-time records for attendance and revenue, throwing a party, celebrating the game of hockey and leaving a lasting legacy for grassroots hockey on the prairies.

Strategic Goals and Outcomes

- Great partnerships with many sport, community and recreational organizations in our community, who will be working with us in the planning, execution and delivery of many CIS men's hockey national championship projects, including but not limited to; Saskatoon Minor Hockey Association, Saskatchewan Amateur Hockey Association, KidSport, Dream Brokers, Saskatoon Public School Division, Saskatoon Separate School Division, Prairie Spirit School Division, SaskSport, etc...
- Great partnerships with many corporate leaders in our community, including but not limited to: PotashCorp of Saskatchewan, Federated Co-operatives, Cameco, SaskTel, SaskEnergy, Wright Construction, Graham Construction, John Deere, Great Western Brewing Company, SGI, Tim Hortons, BMO, Accenture and Vaughn Wyant Automotive Group etc..
- A commitment from the City of Saskatoon, University of Saskatchewan, Huskie Athletics, students, student-athletes, corporate community and fan base to celebrate college hockey.
- Attract enough visitors to Saskatoon to generate a significant economic impact amongst our local airlines, bus companies, taxi companies, hoteliers, restaurants, shopping centres, entertainment centres, etc...
- Through ticket sales, corporate sponsorships and government funding, generating enough legacy dollars to significantly impact Saskatoon Minor Hockey Association, KidSport/Dream Brokers, Huskie student-athlete scholarships, all Huskie Athletic teams and creating a community legacy fund.

Facility – Credit Union Centre



Credit Union Centre was opened in February of 1988 with a seating capacity of around 7,800. It was expanded to 11,300 for the World Junior Hockey Championships in 1990, and then again recently to 14,400 in 2010 to accommodate the recent World Junior Hockey Championships.

Credit Union Centre has free parking on site with parking space for 4,000 cars on our property. For most publicly attended events we have transit service from the downtown bus mall. For high attendance events we arrange extra transit services and advertise the originating locations.

Having hosted the performance of virtually every major act in North America and having been the site of numerous National and International events, Credit Union Centre's reputation as a world class venue, continues to hold true!

This beautiful facility is located in one of Canada's fastest growing cities, Saskatoon, the largest city in Saskatchewan's million plus market and the most central city in the 4.8 million prairie provinces market. Credit Union Centre has the distinct reputation of being one of Canada's busiest arenas. In its short history Credit Union Centre has played host to a multitude of national and international events, which include:

- 1988 Canadian Heavy Weight Boxing Championship
- 1989 Labatt Brier
- 1989 Memorial Cup
- 1991 World Junior Hockey Championships
- 1991 Canadian Figure Skating Championships
- 1991 Scott Tournament of Hearts
- 1993 Canada Cup
- 1994 Assembly of First Nations Leadership Convention
- 1996 Indian Nationals Finals Rodeo
- 2004 Nokia Brier
- 2007 Juno Awards
- 2009 Canadian Figure Skating Championships
- 2010 World Junior Hockey Championships
- 2013 University Cup
- 2013 Memorial Cup

Credit Union Centre's unique design offers a home to both consumer and business tradeshows with over 100,000 square feet of tradeshow space. Credit Union Centre has become home to major auto, recreation and arts & crafts tradeshows in addition to others. With over 3,000 free paved parking stalls and only 10 minutes from downtown Saskatoon, Credit Union Centre's experienced and professional events staff will ensure our clients and guests receive exceptional service. Be our guest and catch the excitement that only Credit Union Centre can bring to the 2014 CIS Men's Hockey Championships.

Huskie Athletics

Huskie Athletics provides Saskatoon and area with a little bit of everything for all types of sports fans.

The 15 different athletic teams compete in the Canada West Universities Athletic Association that spans from Victoria to Winnipeg. The Canada West is one of four regions (others include the Ontario Universities Association, Atlantic Universities Association and Quebec Student Sports Federation) in the 52 member Canadian Interuniversity Sport (CIS). The CIS spans from Victoria to St. John's, Nfld.

With 95 Canada West Championships and 25 CIS Championships under its belt, Huskie Athletics is one of the most dominant programs in the country. The program has hosted four CIS championship tournaments in the last 11 years.

As the sports governing body for student-athletes at the University of Saskatchewan, Huskie Athletics provides the opportunity to students to play sport at an elite level while obtaining a university degree. Huskie athletes leave the campus and the University of Saskatchewan with the skills to become successful at work, with family and in the community.

Home to 831 all-stars since 1920, Huskie Athletics strives each year to provide quality programs for athletes while they prepare for the future. Huskie Athletics is well prepared to host the 2014 CIS Men's Hockey Championships.

Huskie Hockey Team

The Beginnings

University of Saskatchewan's first hockey team took to the ice during the 1909-10 season. In subsequent years, the varsity pucksters competed against various senior teams and ultimately initiated interuniversity competition with University of Alberta on 27 February 1911. This led to the founding of the Western Canada Intercollegiate Athletic Union in 1919 and its successors; the Western Canada Intercollegiate Athletic Association (1962-72) and the current Canada West University Athletic Association (1972 to present). From this "Varsity" later named "Huskies" (1932-33) tradition came countless student athletes of distinction. Although most hockey alumni would graduate to successful careers in a variety of educational, scientific, administrative, commercial, and other fields, several would make their mark in the National Hockey League.



NHL Success

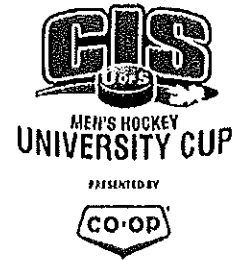
Among those who came from the University of Saskatchewan hockey ranks to achieve further success in the sport were National Hockey League players Edward "Cally" McCalmon (Black Hawks), Earl Miller (Black Hawks and Maple Leafs), Charlie Mason (New York Rangers, New York Americans, Red Wings and Black Hawks), Max McNab (Red Wings), Gerry Couture (Red Wings and Canadiens), Eddie Litzenberger (Canadiens, Black Hawks, Red Wings, and Maple Leafs), Billy Hay (Black Hawks), Dave Dunn (Maple Leafs and Canucks), Robin Bartel (Flames), Ross McKay (Whalers), Ken Lovsin (Capitals), and Todd McLellan (Islanders).

Numerous coaches who coached the Huskie Men's Hockey Team have had tremendous successes at various levels. Among them are Dave King (CHL, NHL & International), Willie Desjardens (Canadian university and WHL), Peter Anholt (WHL), Brent MacEwen (Huskies and the WHL), Mike Babcock (NHL), and current Huskies coach Dave Adolph.

Tradition Continues

As a member of the University Cup team of 1982-83, defenceman Dave Adolph experienced first-hand the positive results which can come from hard work, dedication, and tenacity. As a Canadian Interuniversity Sport coach, he has achieved a great deal since rising from assistant coach at University of Saskatchewan (1984-89), to head coaching duties at University of Lethbridge (1989-93), and ultimately to head coach at his alma mater beginning in 1993-94. Coach Adolph's ability to recruit individuals who "buy into" the "Hustlin' Huskie" tradition that has meant so much to the programme. The result has been teams which are ranked consistently among the top CIS teams in the nation.

Adolph's charges also have been participants at University Cup in eight of the past eleven seasons. The type of tenacity and consistent performance at a high level to achieve success reflects well on the present coaches and the tradition from which they come. Most of all, it reflects well on the players who have proven game in and game out what applied talent and a commitment to hard work can achieve.



The Celebration

The Games

All games will be played at beautiful Credit Union Centre, one of Canada's premiere athletic facilities. The 2014 CIS Men's Hockey Championships will be played in-front of a local community that recently set attendance and revenue records during the 2010 World Junior Hockey Championships. Having this event hosted in Saskatoon will provide the CIS top notch awareness for university hockey not only on a local level nationally, but internationally with a broadcast partner.

The focus and theme of all the games will be celebrating the game of hockey and all it has to offer our athletes, student-athletes, sponsors, officials and fans.

All-Canadian Awards Gala

The University of Saskatchewan Huskies will host an Awards Reception at TCU Place in beautiful downtown Saskatoon to showcase the top Canadian Interuniversity Sport men's hockey players.

We will be offering a pre-reception for all the award winners, finalists, CIS staff, sponsors, officials, coaches, and VIP's and dignitaries. Our plan is to modernize the reception and provide a fun and interactive celebration of the student-athletes and their accomplishments utilizing video and audio footage as provided by the participating schools.

The focus and theme of the reception will be celebrating the game of hockey and all it has to offer our athletes, student-athletes, sponsors, officials and fans, as well as the award winners and accomplishments from the CIS season. A year ago we brought in CBC's Hockey Night in Canada Ron MacLean as the keynote speaker. The event drew 800+ attendees.

Post Game Cabaret

On Friday and/or Saturday night of the Championship we will be hosting a special cabaret complete with live bands and entertainment. The cabaret (s) will certainly be hosted in one of Saskatoon's finest establishments.

Family Fun Zone

The Family Fun Zone is an interactive area for children and adults to spend some time and learn more about the history of hockey at the University of Saskatchewan, as well as have some fun participating in some interactive games. This area, located at ice level under the concourse level at Credit Union Centre, will be free to all spectators with the purchase of a game ticket.

School Program

The 2014 PotashCorp University Cup presented by Co-op has partnered with the Saskatoon Public School Division, Saskatoon Separate School Division, and the Prairie Spirit School Division to involve the schools in the tournament. Over the course of the tournament there will be 14,000 students from each of the school divisions bussed out to Credit Union Centre for the games. The University Cup has also been tied into the curriculum in the schools to teach the students more about the history of the University Cup as well as the game of hockey itself. Cameco Corporation is a proud supporter of said school program.

Thank the Coach Program

The Thank the Coach program brings local and provincial hockey coaches to both the championship games along with a coaches symposium on championship Sunday. The symposium and brunch will be held on March 23rd, 2014 at the beautiful Radisson Hotel. The focus is to bring a local and national level coaches together and share their messages of hockey: trends in the game, athletes development and athlete safety.

Marketing Overview

By hosting the 2014 PotashCorp University Cup presented by Co-op in Saskatoon we will be engaging grassroots sport, culture and recreation organizations in our province and showcasing the CIS product and all the great things our student athletes do in our country. We will be working with many of these mentioned organizations in the delivery of the special events we have planned like the All-Canadian Gala, cabaret, family Fun Zone and Thank the Coach program.

By hosting the 2014 CIS Championship in Saskatchewan we will be reaching far outside our city limits and touching provincial and Western Canadian communities and regions outside the local market.

The focus of our ticketing strategy will be on providing value by offering packages and bundling and incentives. Our ticketing strategy will be based on targeted television, billboard, radio and print here in the Province of Saskatchewan. Significant resources will be dedicated to ticketing, utilizing the many social media applications made available through enhanced technological advances.

Ticketing

Tickets will first be pre-sold as ticket packages. These weekend passes will include tickets for the entire event and will be promoted with incentives to entice early purchases. The sales focus for these packages will first be towards corporate partners, the University of Saskatchewan campus community and the provincial hockey community, and secondly to Saskatoon and area citizens and those from the province of Saskatchewan. As the event draws closer, the competing teams are determined and there will be a sales push into those markets. For the afternoon session(s), the focus will be on showcasing the talent of the CIS to the elementary and high school students of Saskatoon and along with first nations underprivileged children.

We will also be leveraging our partnership with the many sport, recreation and cultural groups we have involved to work with us in the planning, selling and delivery of our ticket strategy.

The main goal remains, to presale 2,000 tournament packages and then package and leverage our other events (All-Canadian Awards Gala, Cabaret, Thank the Coach and Family Fun Zone) with game tickets ensuring we achieve our goal of setting an all-time University Cup attendance record.

Communications

The University of Saskatchewan Huskie Athletics has a preliminary communications plan that includes regular and frequent communication with the CIS office through our full-time event conveyor, sports information director and CIS communications director. They will be part of the host committee and be the link between the host and the CIS office. We also understand the value and importance of consistent messaging. We will be hiring a creative ad agency to assist in the collaboration, creation and delivery of all the event communications and applications.

Components of our preliminary communications plan include but are not limited to: a media conference announcing the event coming to the University of Saskatchewan, a media conference for all teams prior to event beginning, fan guide to be distributed through the local newspaper promoting the event and the CIS one week ahead of the Championship, print, television and radio commercials, posters, brochures, social media applications, website, communications to and from community partners, invitation to the media for the All-Canadian Awards Gala, media room equipped with high speed wireless internet, telephone line, fax line and photocopy machine, statistics provided post set and post match, tournament statistics with statistical leaders, webcasting, post-game media releases and post-game media conferences, etc.

Sponsorship

Our committee is dedicated to sponsorship and sponsorship fulfillment as part of our hosting responsibilities. We have tremendous partnerships established with companies like PotashCorp and Co-op as the lead and presenting sponsors respectively and a number of others including, but not limited to: SaskTel, Wright Construction, John Deere, Great Western Brewing Company, SGI, Cameco, Tim Hortons, BMO, Accenture, SaskEnergy and Vaughn Wyant Automotive Group.



2014 CIS Men's Hockey Championship - Saskatoon Sports Tourism Economic Assessment Model Summary

Initial Expenditure

The 2014 CIS Men's Hockey Championship would produce an Initial Expenditure of \$2,493,303. This amount is the sum total of all expenditures made by tourists, being that it is new money, the Initial Expenditure indicates the magnitude of spending in Saskatchewan and its regions.

Gross Domestic Product

Gross Domestic Product (GDP) of this event is an estimated \$2,589,852. The GDP is the *net economic impact* the event has on the community. It represents the profit generated from the initial expenditure as described above.

Wages & Salaries

Wages & Salaries for the 2014 CIS Men's Hockey Championship would be approximately \$785,712. This amount is an estimate of the incremental wages and salaries earned as the initial expenditure works through the economy.

Employment (Jobs)

The above stated salaries can also be translated into the number of jobs that can be supported by the 2014 CIS Men's Hockey Championship. It is estimated that the event will support 13.5 jobs, with 11.3 in Saskatoon and 2.2 throughout the rest of the province.

Taxes

Taxes collected for the 2014 CIS Men's Hockey Championship are an estimated \$508,935. This amount refers to the total tax revenue supported by the initial expenditures of the event.

Industry Output

Industry Output or total economic activity is anticipated at \$3,807,592. This amount is the total of all direct, indirect and induced impacts on all goods and services produced within Saskatchewan's economy. This number appears higher than GDP because, in addition to all outputs, it includes the cost of purchased inputs in the intermediate production phase.

2014 PotashCorp University Cup presented by Co-op		
Preliminary Budget		
	2014	2014
<i>Revenue</i>	YTD Actual	Budget
Administration		\$ -
Alumni		\$ 78,000
Finance		\$ -
Media and Communications		\$ -
Operating		\$ -
Special Events		\$ 255,000
Sponsorships		\$ 650,000
Tickets		\$ 940,000
Volunteers/Hosting		\$ -
Miscellaneous Funding		\$ 40,000
Total		\$ 1,963,000
<i>Expenses</i>		
Administration		\$ 172,250
Alumni		\$ 83,000
Finance		\$ -
Media and Communications		\$ 171,100
Operating		\$ 527,690
Special Events		\$ 305,000
Sponsorships		\$ 142,500
Tickets		\$ 88,950
Volunteers/Hosting		\$ 39,950
2013 Event Deficit		\$ 110,000
Miscellaneous		\$ 28,600
Total		\$ 1,669,040
Less Championship Legacy Fund		\$ 293,960
Net Income/Loss		\$ -

Championship Legacy Fund

Saskatoon Minor Hockey - Hockey Development - 10%	\$ 29,396
Huskie Men's Hockey Scholarship Endowment (Legacy) - 20%	\$ 58,792
Huskie Athletics support of 15 Teams - Team Accounts - 20%	\$ 58,792
Huskie Athletics - 20%	\$ 58,792
New Arena (Rutherford Fund) - 20%	\$ 58,792
Community Legacy Fund - 10%	\$ 29,396
TOTAL	\$ 293,960

Special Event Reserve Funding and Expenditures

	Special Events	Profile Saskatoon	Total Reserve
Opening Balance at January 1, 2014	(\$265,000)	(\$201,139)	(\$466,139)
2014 Annual Provision	(\$250,000)	(\$300,000)	(\$550,000)
Approved Commitments	\$0	\$0	\$0
Tentative--Subject to Approval	\$50,000	\$0	\$50,000
CIS Men's Hockey University Cup	\$25,000		\$25,000
Closing Balance	(\$440,000)	(\$501,139)	(\$941,139)

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 19, 2013
SUBJECT: Proposed Scope Addition to *Growing Forward! Shaping Saskatoon*
Contract
FILE NO: CK. 4110-2 and PL. 4110-12-7

RECOMMENDATION: that the following report be submitted to City Council recommending:

- 1) that the addition of the Long-Term Transit Plan into the *Growing Forward! Shaping Saskatoon* project scope of work be approved and sole sourced to Urban Systems Ltd. for \$200,000; and,
- 2) that the City Solicitor be instructed to amend the contract to include the Long-Term Transit Plan outlined in the attached proposal.

TOPIC AND PURPOSE

This report proposes a scope addition to the *Growing Forward! Shaping Saskatoon* project, which is currently valued at \$1,549,935. The proposed scope addition is for the completion of a Long-Term Transit Plan at a total additional cost of \$200,000.

REPORT HIGHLIGHTS

1. The Long-Term Transit Plan (Transit Plan) was to be completed in-house alongside the *Growing Forward!* project.
2. There is insufficient capacity within Saskatoon Transit to complete the Transit Plan within the required timeframe of the *Growing Forward!* project.
3. The first portion of the Transit Plan was sole-sourced for \$50,000 in October 2013 to expedite review and mitigate impacts to the *Growing Forward!* schedule.
4. Sole sourcing the Transit Plan to Urban Systems Ltd. is recommended to allow for budget efficiencies and maintain the project schedule.
5. The recommended scope addition can be accommodated within the existing Capital Project No. 2547 funding requests for 2014 and 2015, which were originally intended to cover the internal costs of completing the Transit Plan.

STRATEGIC GOALS

Growing Forward! Shaping Saskatoon supports a number of strategies and priorities for the Strategic Goals of Sustainable Growth and Moving Around. This includes:

- Developing an integrated approach to growth related to transportation, servicing, transit, and land use;
- Increasing and encouraging infill development and corridors to balance growth;

- Creating “complete community” neighbourhoods that feature mixed uses and employment opportunities; and,
- Establishing rapid transit corridors for Saskatoon to guide investment, transportation, and urban planning decision making.

Growing Forward! will also assist in meeting the Strategic Goal of Environmental Leadership by enhancing the range of choices for “Moving Around” and providing a new model for growth that more efficiently utilizes City infrastructure.

BACKGROUND

Growing Forward! Shaping Saskatoon was awarded to Urban Systems Ltd. in July 2013. The scope of work consists of the development of:

- 1) Rapid Transit Business Case;
- 2) Core Area Bridge Strategy (i.e. within Circle Drive); and
- 3) Nodes, Corridors and Infill Plan.

Growing Forward! will be publicly launched in early 2014 as one of a series of initiatives identified in Council’s 10-year Strategic Plan. Several focused discussions will occur with the community over the next 18 to 24 months to shape a plan that will help guide transportation and land use investments. The detailed growth plan developed from this initiative will help the city reach a half million population in a way that meets the expectations of citizens, as communicated through the Saskatoon Speaks Community Vision.

REPORT

Transit Plan Integration

Completion of a Transit Plan was identified in the Integrated Growth Bridging Document and 2013 Corporate Business Plan as a key strategy to ‘...reinvent the transit system based on the rapid transit corridor...’. This plan was to be completed in-house to develop a transit structure and implementation plan for a half million population.

The Transit Plan and *Growing Forward!* were intended to occur in parallel since many technical components feed into one another, as outlined in Table 1.

Table 1. Interdependencies between *Growing Forward!* and the Transit Plan

Project Consideration	<i>Growing Forward! Shaping Saskatoon</i>	Transit Plan
Land Use Intensification	Input on transit corridor locations needed so transportation choices are provided to encourage desired land uses.	Input on locations of intensification needed to ensure land uses along transit corridors support ridership.
Rapid Transit	Rapid transit success is a function of the success of the transit system feeding it.	Rapid transit candidate corridors help to identify transit demand and shape long-term transit corridors.
Core Area Bridges and Network	Input from rapid transit, transit modal split and future road capacity needed to shape bridge options.	Identifies transit infrastructure needs to shape bridge options

Saskatoon Transit Capacity

In October 2013, the Rapid Transit Business Case reached a point where input from the Transit Plan was required; however, progress on the Transit Plan had not kept pace with the *Growing Forward!* project. Consequently, timely information required for the Rapid Transit Business Case was not available.

Fall 2013 Scope Addition

Assistance was pursued via sole source with Urban Systems Ltd. for the completion of the first portion of the Transit Plan that would identify baseline system operations at half a million population. The sole source optimized on overlapping tasks with the first phase of the Rapid Transit Business Case in that several existing scope items could be expanded and/or augmented to include a City-wide transit system review.

This sole source had a total cost of \$50,000 and was added to the existing *Growing Forward!* contract, increasing the contract value from \$1,499,935 to \$1,549,935. This was funded from budget available in Capital Project 2547 (Integrated Growth Plan). The sole source award and supporting proposal are attached (see Attachments 1 and 2).

Full Transit Plan Scope Addition

Pursuit of a sole source with Urban Systems Ltd. is recommended to complete the remainder of the Transit Plan. A proposal for the proposed scope of work is attached and the benefits of this approach are summarized below:

- Transit Plan is completed alongside rapid transit and corridor intensification reviews and minimizes delays to *Growing Forward!*;
- Optimizes on community events planned for *Growing Forward!*;
- Builds upon a foundation of ongoing transportation modeling work; and,
- Takes advantage of the *Growing Forward!* project team's strong transit experience, as outlined in the attached proposed scope of work.

OPTIONS

Options to the recommendation are summarized in Table 2 (below).

Table 2 Advantages and Disadvantages of Options to the Recommendation

Options	Advantage(s)	Disadvantage(s)
Issue RFP	<ul style="list-style-type: none"> • Competitive process is maintained 	<ul style="list-style-type: none"> • Cost for duplication of work • Transit Plan delays
Create New Internal Position	<ul style="list-style-type: none"> • Adds Transit resources to meet increasing work load 	<ul style="list-style-type: none"> • Transit Plan delays

The options to the recommendation are not recommended due to their impacts on the *Growing Forward!* project timeline, Transit Plan delivery, and greater cost to the City.

FINANCIAL IMPACT

There is no financial impact to the recommendation as all funding is available within Capital Project 2547 per 2013, 2014 and 2015 (pending approval) funding allocations.

Capital Project 2547 identifies \$100,000 in 2014 and \$100,000 in 2015 (subject to funding approval) for the in-house completion of the Transit Plan. The *Growing Forward!* Steering Committee is recommending reallocation of these funds to pursue external assistance with the completion of the Transit Plan.

STAKEHOLDER CONSULTATION

The proposed sole source has been reviewed by the project Steering Committee and Advisory Committee.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

COMMUNICATIONS PLAN

Communications for the additional scope of work will be included within the original scope of communications for *Growing Forward! Shaping Saskatoon*.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Growing Forward! Shaping Saskatoon is expected to be ongoing until the end of 2015 with communications to the Planning & Operations Committee and City Council occurring at key milestones throughout the duration of the project.

PUBLIC NOTICE

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

ATTACHMENTS

1. October 2013 Transit Plan Sole Source
2. Long-Term Transit Plan Proposal

Written by: Lee Thomas, Project Manager, *Growing Forward! Shaping Saskatoon*

Reviewed by: Angela Gardiner, Director of Transportation, Transportation and Utilities Department; and,
Alan Wallace, Director of Planning and Development, Community Services Department

Approved by: “Teresa Quon”
for Randy Grauer, General Manager
Community Services
Dated: “December 24, 2013”

Approved by: “Nichole Bideshi”
Jeff Jorgenson, General Manager
Transportation and Utilities
Dated: “December 24, 2013”

Approved by: “Murray Totland”
Murray Totland, City Manager
Dated: “January 9, 2014”



City of Saskatoon Integrated Growth Plan

PROPOSAL – Taking Stock and Vision of the Transit System

Prepared for: Community Services Department

October 1, 2013

URBAN
systems

100 - 303 Pacific Avenue
Saskatoon, SK S7H 0V4

Contact: John Steiner, M.Eng., MCIP, RPP

T: 1-877-748-4498

jsteiner@urbansystems.ca

urbansystems.ca

Prepared for:

Community Services Department
City of Saskatoon
2nd Floor – Leisure Services

222 – 3rd Avenue North
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T: (306) 975-7945

Contact: Lee Thomas, Project Manager, Integrated Growth Plan

Prepared by:

Urban Systems
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Contact: John Steiner, M.Eng., MCIP, RPP

Email: jsteiner@urbansystems.ca

Submitted:

October 1, 2013

Urban Systems Reference: C3257.0002.00

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October 1, 2013

File: C3257.0002.00

City of Saskatoon
222 – 3rd Avenue North
Saskatoon, SK
S7K 0J5

Attention: Lee Thomas, Project Manager, Integrated Growth Plan
RE: Proposal for the Taking Stock and Vision of the Transit System

Urban Systems is pleased to submit this proposal to undertake the Taking Stock and Vision for the entire transit system to augment existing activities already identified for the Rapid Transit work stream of the Integrated Growth Plan. We are well aware of the need for an integrated and seamless process. Through our review of all background material, discussions about the challenges facing transit today and the long-term as well as the role transit serves in achieving the City's Vision, we have developed a comprehensive approach and methodology to incorporate the development of a Vision into the Integrated Growth Plan process.

While the Taking Stock and Vision phases of the complete transit system review could have been prepared concurrently to the Integrated Growth Plan in a parallel process, there are two principle advantages to incorporating the Transit Plan into the IGP as highlighted below:

- Some of the activities contained in our current work plan for the Transit Structure and Rapid Transit are already accounted for and would be simply shifted over to this work; and,
- The community events already planned for the IGP would now include materials that permit them to explore overall transit directions for the City in addition to the discussion on rapid transit.

We are very excited about the opportunity to augment our work plan with Taking Stock and Vision tasks for the entire transit system as part of Phases 1 and 2 of our IGP work. If you have any questions about our submission, please contact John Steiner by telephone at 1-877-748-4498 or by email at jsteiner@urbansystems.ca.

Sincerely,

URBAN SYSTEMS LTD.



John Steiner, M.Eng., MCIP, RPP
Consulting Team Lead, Principal

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Background

Transit services in Saskatoon play a pivotal role in achieving the goals presented in the City's Strategic Plan. In fact, a new way of growing Saskatoon requires attractive transportation alternatives to serve the varied travel patterns throughout the City today and to support the long-term land use changes. One of the seven key goals of the Integrated Growth Plan is to ensure Saskatoon invests in attractive transportation choices to get around the City. This includes the provision of an accessible and efficient transit system, a comprehensive network of bike routes and attractive pedestrian facilities throughout the City.

The nine strategies to advancing and implementing the aspirations of the IGP identified in the Bridging Document reinforce the commitment toward providing attractive transportation choice and the role of transit in supporting sustainable growth. One of the core strategies is a commitment toward establishing a rapid transit corridor as the spine to the overall transit system. The provision of a rapid transit corridor will not only provide fast, direct and reliable service, but will contribute toward shaping growth in strategic infill areas at several nodes throughout the City as well as along key corridors. In addition to a rapid transit corridor, the City is committed toward reinventing the bus transit system. As the City's investments in attractive transit grows, increased emphasis can be placed on completing a network to support and feed the rapid transit corridor and to serve key transit markets not supported by the rapid transit service.

Issues to Consider

The existing transit system can be best characterised as a hub-and-spoke design with most services connecting customers to core areas of Saskatoon. As growth occurs in all parts of the City and infill takes place at strategic nodes and corridors, the transit markets and opportunities for enhanced transit for the long-term will expand. Based on a preliminary review of background information and discussions with staff, the Taking Stock and Vision phases could recognize several key issues regarding the entire transit system to augment our current work plan for the IGP including, but not limited to those briefly described below:

- ***Moving from the base level of service and coverage model to an attractive choice transit service design.*** As is the case in most cities, transit ridership in Saskatoon is a function of the amount of service provided as measured by total service hours. In this regard, the transit mode share across the City of 4% is principally reflective of the overall service levels in the system and is less a function of the design. In other words, a redesign of services without adding more service hours during peak and off-peak periods would not likely yield significantly different results. With additional service levels, the City can provide more attractive service levels along more corridors and support the rapid transit with attractive feeder services.
- ***Keeping the emphasis on strategies to identify and bolster existing transit markets and serving new travel markets.*** Transit will not work effectively for all travel, and any long-term Transit Plan needs to be clearly market focussed. With enhanced service levels and expansions, the City will want to build from your current areas of success. In this case, the core area markets being served by transit can only get stronger with more attractive services and increased



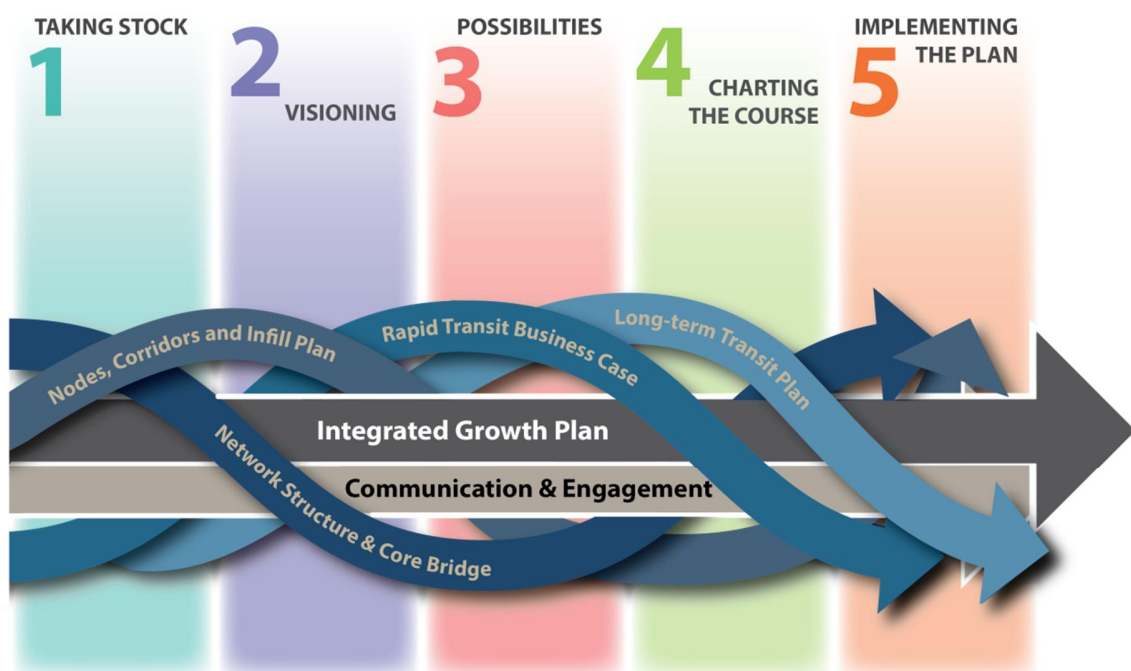
population and employment levels. Beyond the existing markets, the Taking Stock phase will identify other strong markets not currently served by attractive transit services.

- **Deliver an exceptional experience for the transit customer.** In many cities, transit is a utility designed to get people between an origin and destination. Although roads are a utility, the experience is largely determined by the driver in terms of vehicle choice and who to drive with (if anyone), when to travel, route to travel, where to make stops and how to get close to their destination when they arrive. The transit customer is no different and the Plan needs to understand areas of dissatisfaction for existing customers and barriers to new customers to enhance the overall experience. As part of the long-term transit structure, the City will want to ensure that the complete transit experience moves from unacceptable for some to exceptional for many.
- **The City will need to expand beyond a one-size-fits-all service model to attract and support new transit customers.** With existing resources today, many neighbourhood services are interlined with longer distance services to provide higher frequencies along some key corridors. In some cases, neighbourhood services are provided using large buses designed to provide coverage with lower frequencies. As the City grows and services increase, the City may wish to explore various forms of bus services to serve varying scale and travel markets.

Our Proposed Approach

The proposed approach to augment the Transit Structure and Rapid Transit work stream with a more complete look at the entire transit system during the Taking Stock and Vision phases of the IGP process is presented in this section of our proposal. The results of this work will inform and support the directions for rapid transit already contained in Phases 3 through 5.

Figure 1: Integrated Growth Plan Project Approach



Our approach is to build on the work that we are already doing to examine the transit structure within the city as part of the Transit Structure and Rapid Transit study stream. As part of our work plan for the IGP, we are already committed to reviewing the transit system structure overall for the purpose directing most of our time and attention toward the identification and evaluation of rapid transit options for the long-term. In this regard, the rapid transit options could not be considered in isolation and required a general structure to support it for the purpose of delivering and receiving passengers and providing the community with a broader Vision.

Considering the transit system beyond rapid transit in greater detail provides the City and community at-large with an opportunity develop the broader vision and strategy for transit rather than simply see potential transit structure needed to serve rapid transit alternatives. Overall, our approach to Phase 1 and 2 will build from our current work plan as briefly highlighted below and described in more detail in the Work Plan section of this proposal.

Phase 1 – Taking Stock. In addition to providing an overview of historical and existing services system-wide, more attention will be given toward specific route information and overall performance of the system from the customer and operator perspectives. We will examine historical investments in transit and changes to services and ridership to understand what a trend scenario would look like based on historical patterns. Ride-check surveys conducted by the City will also be used to illustrate ridership patterns for each route and across the City. This data will be summarized by screenline and compared with other modes to demonstrate current ridership and mode choice patterns from different areas of the City. Additionally, we will also want to explore more about the customer experience with transit in terms of what's working well and where improvements are needed. This will be compared to historical information and patterns. The thorough review of existing and forecast travel patterns as well as customer needs will provide the support information required to summarize market potential for transit in the City. The strengths, weaknesses, opportunities and challenges of the existing services will be summarized.

As part of this study phase, we will also want to summarize relevant practices and unique information about comparable transit systems in Canada and the United States for City's of 250,000 to over 500,000 people. The relevant characteristics to compare with Saskatoon will include but not be limited to overall levels of transit and system performance indicators, types of transit services, fleet age and accessibility characteristics, support facilities such as park-and-ride lots, as well as fares and pass programs.

Phase 2 – Vision. The Vision stage of the assignment included in our work plan for the Transit Structure & Rapid Transit already included efforts to explore overall goals and aspirations for transit in terms of future mode share and ridership. As part of this additional work, we will work with the community to explore the role of transit for the long-term and to develop a vision for the entire transit system. As a customer-focussed service, we will also want to explore what it will take to make transit successful in the community in the same way we will examine what makes for vibrant communities. The vision for the entire transit system will be developed with community input and feedback.



The Work Plan

The following sections outline our detailed work. Tasks already included in the work plan for Transit Structure & Rapid Transit work stream that are relevant to our work on the overall Transit Plan are highlighted in **blue**. New or existing tasks where additional effort is required in Phases 1 and 2 to address system wide features are summarized in **black**.

1

Taking Stock

Phase 1 tasks and deliverables are outlined below.

Tasks:	Description:
1. Document Existing Transit System Context	<ul style="list-style-type: none"> • Collect and review all background reports, plans, data • Highlight relevant plan goals and objectives in relation to transit • Summarize individual route characteristics including schedule, service hours by period, fleet • Summarize fleet characteristics • Summarize support facilities such as • Review route performance information by route • Summarize AM & PM peak period route ridership at key screenlines provided by City • Compare transit ridership patterns with vehicle travel demand patterns at each screenline • Summarize customer satisfaction survey results provided by the City • Summarize what's at stake beyond transit/mobility for Saskatoon (e.g. land use and urban development, population and employment, economic development, environment and other factors)
2. Highlight Transit Service Structure, Ridership and Transit Markets	<ul style="list-style-type: none"> • Summarize principle types of transit services and overall system-wide structure • Summarize macro travel patterns, ridership and mode choice characteristics • Overview of historic and current transit customer markets • High level review of the customer experience with transit • Highlight frequent transit corridors and ridership characteristics • Review population and employment characteristics and principle land uses (scale, mixtures, densities) served by the frequent transit corridors • Establish local metrics around land use and transit ridership connections (i.e. land use density, frequencies, service hours, ridership)
3. Highlight Base Trend Demands and Conditions	<ul style="list-style-type: none"> • Explore historical levels of transit service and facilities expansion • Confirm committed transit system expansions • Summarize base growth forecast land use and demographic changes (i.e. scale, mixture, density, form, etc.) • Forecast base travel demand patterns and highlight changes • Highlight potential future transit markets with base trend growth throughout the City (not just for rapid transit) • Identify key issues and challenges facing transit and community growth trends for the expansion of conventional services and rapid transit

	<ul style="list-style-type: none"> • Identify factors to consider with integration of land use
4. Overview of Relevant Best Practices	<ul style="list-style-type: none"> • Identify comparable Canadian, US and international cities – current conditions and growth • Highlight transit network expansion relationships with growth and development patterns with a focus on conventional and rapid transit services and facilities • Compare land use and transit system relationships and metrics of relevant communities – mode choice with service hours per capita, population and employment densities, etc. • Highlight the customer experiences that make transit successful – service, facilities, accessibility, land use, etc. • Highlight intermodal facilities and strategies of other systems and compare with current practices in Saskatoon • Summary observations for discussion
5. SWOC Summary	<ul style="list-style-type: none"> • Summarize current strengths • Summarize current weaknesses • Brainstorm and synthesize opportunities based on local conditions and experience elsewhere • Identify challenges for the future of transit and rapid transit with base forecasts of growth, land use, transit service expansion, etc.
6. Transit Team Review Meeting #1	<ul style="list-style-type: none"> • Review SWOC summary
<i>Phase 1 Deliverables</i>	<ul style="list-style-type: none"> • Content for Phase 1 Taking Stock Paper (integrated document for conventional & rapid transit service), including: <ul style="list-style-type: none"> - Existing transit service, ridership, market conditions and future baseline trends - Overview of relevant best practices - Summary of strengths, weaknesses, opportunities, challenges

2 Visioning

Phase 2 tasks and deliverables are outlined below.

Tasks:	Description:
1. Identify Transit Network and Rapid Transit Guiding Principles and Objectives	<ul style="list-style-type: none"> • Summarize the future roles of the City's transit system • Develop the guiding principles and objectives that will be used to shape the long-term network and to support other goals and aspirations • Summarize long-term targets for transit mode share & ridership • Confirm integration with land use aspirations
2. Prepare a Vision for Transit	<ul style="list-style-type: none"> • Highlight the interdependencies between a comprehensive transit system and rapid transit, integrated growth and the overall road network and core bridge strategies • Summarize the high level system attributes needed to make transit an exceptional experience for existing and future customers • Confirm guiding principles for the entire transit system • Outline the critical ingredients needed to make transit successful in the long-term
<i>Phase 2 Deliverables</i>	<ul style="list-style-type: none"> • Content for Phase 2 Visioning Paper <ul style="list-style-type: none"> - Vision for public transit



Proposed Costs

Based on our understanding of the project needs and our proposed work plan, we estimate that additional tasks would cost \$50,000 in fees and disbursements (including taxes).

The allocation of resources for each phase and team member is summarized below in Table 1.

Table 1 – Proposed Project Costs

	PHASE 1	PHASE 2	TOTAL FEES & DISBURSEMENTS
Steiner	\$6,250	\$3,000	\$9,250
Lau	\$2,240		\$2,240
Finkleman	\$9,020	\$3,000	\$12,020
GIS/Tech Support	\$3,240		\$3,240
Admin/ Graphics	\$4,600	\$2,959	\$7,535
Brennan (NN)	\$3,200		\$3,200
NN Planner	\$7,800		\$7,800
NN Associate	\$1,650		\$1,650
Kruger	\$660		\$660
TOTAL excluding GST	\$38,660	\$8,959	\$47,619
TOTAL including GST	\$40,593	\$9,407	\$50,000



City of Saskatoon Growing Forward!

Long-Term Transit Plan Proposal

Prepared for: Community Services Department

November 26, 2013

URBAN
systems

100 - 303 Pacific Avenue
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Contact: John Steiner, M.Eng., MCIP, RPP

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jsteiner@urbansystems.ca

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Prepared for:

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Email: jsteiner@urbansystems.ca

Submitted:

November 26, 2013

Urban Systems Reference: C3257.0002.00

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November 26, 2013

File: C3257.0002.00

City of Saskatoon
222 – 3rd Avenue North
Saskatoon, SK
S7K 0J5

Attention: Lee Thomas, Project Manager, Growing Forward!
RE: Proposal for the Long-term Transit Plan (Phases 2 through 5)

Urban Systems is pleased to submit this proposal to the City of Saskatoon for the completion of Phases 2 through 5 of the Long-term Transit Plan. This brief proposal is designed as a continuation of our October 1, 2013 proposal to undertake Phase 1 and Phase 2 (portions) of the Transit Plan.

Through our review of all background material, discussions about the challenges facing transit today and the long-term as well as the role transit serves in achieving the City's Vision, we have developed a comprehensive approach and methodology to incorporate the development of a long-term Transit Plan into the Growing Forward! process.

While the Long-term Transit Plan could have been prepared concurrently to Growing Forward! in a parallel process, there are two principle advantages to incorporating the Transit Plan into the plan as highlighted below:

- Some of the activities contained in our current work plan for the Transit Structure and Rapid Transit are already accounted for and would be simply shifted over to the Transit Plan; and,
- The community events already planned for Growing Forward! would now include materials that permit them to explore overall transit directions for the City in addition to the discussion on rapid transit.

It is understood that while the Long-term Transit Plan would be seen by most of the community as a seamless part of the overall plan, we would approach this as a separate study stream with its own set of tasks for phases 3 through 5.

We are very excited about the opportunity to prepare a Long-term Transit Plan for the City as part of our Growing Forward! work. If you have any questions about our submission, please contact John Steiner by telephone at 1-877-748-4498 or by email at jsteiner@urbansystems.ca.

Sincerely,

URBAN SYSTEMS LTD.



John Steiner, M.Eng., MCIP, RPP
Consulting Team Lead, Principal

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Background

Transit services in Saskatoon play a pivotal role in achieving the goals presented in the City's Strategic Plan. In fact, a new way of growing Saskatoon requires attractive transportation alternatives to serve the varied travel patterns throughout the City today and to support the long-term land use changes. One of the seven key goals of Growing Forward! is to ensure Saskatoon invests in attractive transportation choices to get around the City. This includes the provision of an accessible and efficient transit system, a comprehensive network of bike routes and attractive pedestrian facilities throughout the City.

The nine strategies to advancing and implementing the aspirations of the IGP identified in the Bridging Document reinforce the commitment toward providing attractive transportation choice and the role of transit in supporting sustainable growth. One of the core strategies is a commitment toward establishing a rapid transit corridor as the spine to the overall transit system. The provision of a rapid transit corridor will not only provide fast, direct and reliable service, but will contribute toward shaping growth in strategic infill areas at several nodes throughout the City as well as along key corridors. In addition to a rapid transit corridor, the City is committed toward reinventing the bus transit system. As the City's investments in attractive transit grows, increased emphasis can be placed on completing a network to support and feed the rapid transit corridor and to serve key transit markets not supported by the rapid transit service.

Issues to Consider in the Plan

The existing transit system can be best characterised as a hub-and-spoke design with most services connecting customers to core areas of Saskatoon. As growth occurs in all parts of the City and infill takes place at strategic nodes and corridors, the transit markets and opportunities for enhanced transit for the long-term will expand. Based on a preliminary review of background information and discussions with staff, the Long-term Transit Plan should address several key issues including, but not limited to those briefly described below:

- ***Moving from the base level of service and coverage model to an attractive choice transit service design.*** As is the case in most cities, transit ridership in Saskatoon is a function of the amount of service provided as measured by total service hours. In this regard, the transit mode share across the City of 4% is principally reflective of the overall service levels in the system and is less a function of the design. In other words, a redesign of services without adding more service hours during peak and off-peak periods would not likely yield significantly different results. With additional service levels, the City can provide more attractive service levels along more corridors and support the rapid transit with attractive feeder services.
- ***Keeping the emphasis on strategies to identify and bolster existing transit markets and serving new travel markets.*** Transit will not work effectively for all travel, and any long-term Transit Plan needs to be clearly market focussed. With enhanced service levels and expansions, the City will want to build from your current areas of success. In this case, the core area markets being served by transit can only get stronger with more attractive services and increased population and employment levels. Beyond the existing markets, the Transit Plan will identify other strong markets not currently served by attractive transit services.

- ***Deliver an exceptional experience for the transit customer.*** In many cities, transit is a utility designed to get people between an origin and destination. Although roads are a utility, the experience is largely determined by the driver in terms of vehicle choice and who to drive with (if anyone), when to travel, route to travel, where to make stops and how to get close to their destination when they arrive. The transit customer is no different and the Plan needs to understand areas of dissatisfaction for existing customers and barriers to new customers to enhance the overall experience. As part of the Transit Plan, the City will want to ensure that the complete transit experience moves from unacceptable for some to exceptional for many. In order to achieve this, the Transit Plan will identify strategies for enhancing the experience from origin to destination for primary travel markets.
- ***The City will need to expand beyond a one-size-fits-all service model to attract and support new transit customers.*** With existing resources today, many neighbourhood services are interlined with longer distance services to provide higher frequencies along some key corridors. In some cases, neighbourhood services are provided using large buses designed to provide coverage with lower frequencies. As the City grows and services increase, the City may wish to explore various forms of bus services to serve varying scale and travel markets. The Transit Plan can examine various families of services to support various travel needs and demand levels that are attractive for both the customer and the operator.
- ***Supporting the land use vision and growth scenario for ½ million people and rapid transit.*** The Transit Plan will be looking ahead to a system structure and service levels to support the projected 500,000 population with some form of rapid transit. Consistent with the IGP process, the majority of time and effort will be spent on identifying the long-term services and facilities within the Transit Plan. The preliminary route structure options for services across the City needs to be identified as part of determining the candidate corridors for rapid transit. In this regard, a preliminary evaluation of alternative system level features will be confirmed prior to further development and evaluation of the rapid transit corridor alternatives. While this may stretch the possibilities phase of the schedule slightly, all rapid transit service alternatives need to be developed with a system base that is realistic and generally supported.
- ***Implementing the Plan for the 300,000 and 400,000 population levels.*** The final phase of the IGP is centred on phasing the implementation of the preferred long-term Plan for what generally appears to be 10 and 20 year horizons respectively. As part of the Transit Plan, priorities for implementation will be identified to first build on existing market gaps and opportunities in the medium-term. Longer-term priorities for rapid transit to serve key growth areas and transit markets over the 10 and 20 year will then be identified. For short-term planning purposes (1 to 3 years), it is assumed that the City will continue work with the community and transit customers to identify and evaluate potential route changes and resource requirements leading toward the longer-term plans.
- ***Support intermodal trip making.*** The long-term success of transit goes beyond providing attractive transit services. Attractive and accessible connections for pedestrians, cyclists, and passenger vehicles (park-and-ride) will serve to enlarge the market share and overall ridership for transit. As part of the Plan, overall strategies for intermodal connections can be identified and developed for the long-term.

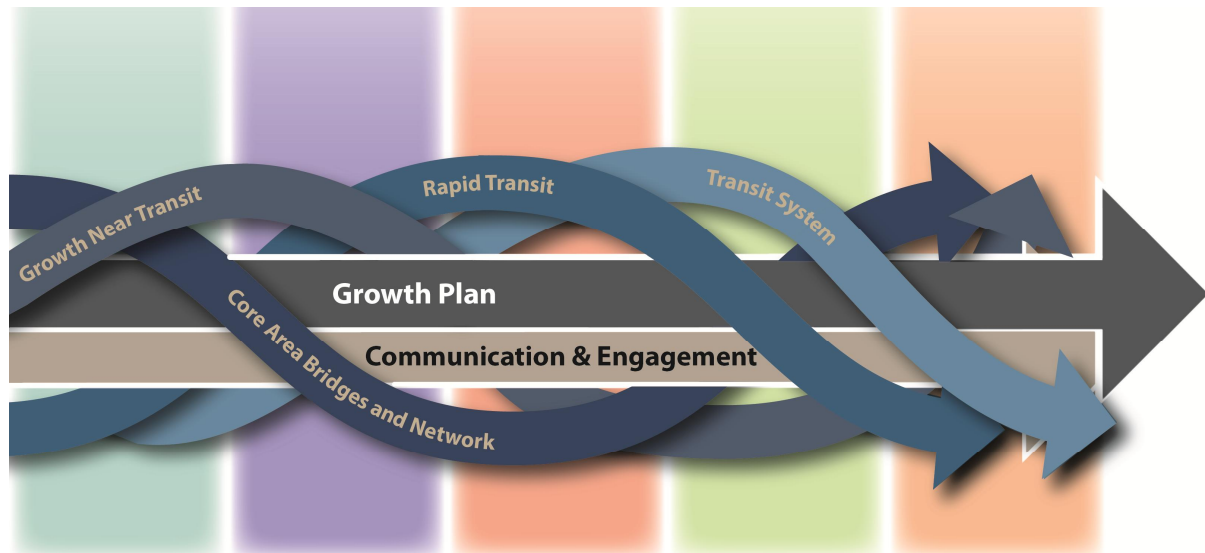
- **Developing realistic plans that are affordable and cost effective.** An integrated vision for land use and transit requires investments that reinforce what’s important to create vibrant communities in Saskatoon. Long-term transit investments envisioned in the City will include increased services, rapid transit, support services and facilities all designed to make transit an attractive alternative. Early in the Possibilities phase of the process, we will want to work with the City to broadly identify the range of financial resources that may be reasonable to assume within the overall Transit Plan. Much of the discussion will be placed on the level of investment in annual services hours are realistic and likely beyond the annual growth to be expected (i.e. 2.5% population growth rate and 2% increase in costs due to inflation annually).

Our Proposed Approach

The long-term Transit Plan for Saskatoon will provide not only the direction to significantly improve conventional transit services and facilities needed to support and shape long-term growth, but will guide the identification and development of alternative rapid transit facilities. In this regard, the transit system will be the foundation to the rapid transit evaluation process and business case for a preferred alternative.

The proposed approach to develop the Long-Term Transit Plan is shaped by the need to maintain overall consistency with the general approach and process already defined for the IGP process. Not only is transit and foundational aspect to supporting new forms of growth within the City, it is an integral part of the alternatives needed to provide transportation choice and ensure the success of rapid transit. In the end, the rapid transit system is only a portion of the puzzle to making transit success in Saskatoon. As such, the Transit Plan will be developed over the same five-phase process defined for the IGP. This will also certainly streamline the conversation with the community by adding the Transit Plan to the same events.

Figure 1: Growing Forward! Project Approach



Our approach is to build on the work that we are already doing to examine the transit structure within the city as part of the Transit Structure and Rapid Transit study stream. As part of our work plan for the IGP, we are already committed to reviewing the transit system structure overall for the purpose directing most of our time and attention toward the identification and evaluation of rapid transit options for the long-term. In this regard, the rapid transit options could not be considered in isolation and required a general structure to support it for the purpose of delivering and receiving passengers and providing the community with a broader Vision.

Considering the transit system beyond rapid transit in greater detail provides the City and community at-large with an opportunity develop the broader vision and strategy for transit rather than simply see potential transit structure needed to serve rapid transit alternatives. Overall, the Long-Term Transit Plan process will build from our current work plan as briefly highlighted below and described in more detail in the Work Plan section of this proposal.

Phase 1 – Taking Stock. In addition to providing an overview of historical and existing services system-wide, more attention will be given toward specific route information and overall performance of the system from the customer and operator perspectives. We will examine historical investments in transit and changes to services and ridership to understand what a trend scenario would look like based on historical patterns. Ride-check surveys conducted by the City will also be used to illustrate ridership patterns for each route and across the City. This data will be summarized by screenline and compared with other modes to demonstrate current ridership and mode choice patterns from different areas of the City. Additionally, we will also want to explore more about the customer experience with transit in terms of what's working well and where improvements are needed. This will be compared to historical information and patterns. The thorough review of existing and forecast travel patterns as well as customer needs will provide the support information required to summarize market potential for transit in the City. The strengths, weaknesses, opportunities and challenges of the existing services will be summarized.

As part of this study phase, we will also want to summarize relevant practices and unique information about comparable transit systems in Canada and the United States for City's of 250,000 to over 500,000 people. The relevant characteristics to compare with Saskatoon will include but not be limited to overall levels of transit and system performance indicators, types of transit services, fleet

age and accessibility characteristics, support facilities such as park-and-ride lots, as well as fares and pass programs.

Phase 2 – Vision. The Vision stage of the assignment included in our work plan for the Transit Structure & Rapid Transit already included efforts to explore overall goals and aspirations for transit in terms of future mode share and ridership. As part of the Transit Plan, we will work with the community to explore the role of transit for the long-term and to develop a vision for the entire transit system. As a customer-focussed service, we will also want to explore what it will take to make transit successful in the community in the same way we will examine what makes for vibrant communities. Using market research results and other transit industry information, we will identify the keys to making transit an attractive alternative to driving in Saskatoon. The vision for the entire transit system will be developed with community input and feedback. The first part of this phase will also include the review and development of possible families of transit services that may be suitable to serve existing and future markets. The general characteristics of each type of service from the perspectives of the customer, community and operator will be summarized for discussion purposes.

As we would do in most transit and transportation plans, we will work with the City to examine potential investment levels in the annual operation of transit to develop a realistic vision, targets and possibilities in future phases. It should be noted that we will still develop a long-term transit system structure as required and envisioned in the Rapid Transit study stream for this phase, but we will want to refine it and provide options during the Possibilities phase of this Transit Plan process.

Phase 3 – Possibilities. This phase of the process is intended to explore the range of possibilities for each study stream. The Possibilities phase for the Transit Plan will include a comprehensive review of preliminary land use growth alternatives and resulting travel patterns as well as the market assessment developed in Phase 1 of the process. The optional transit service structures will be developed and screened based on long-term market potential as well as other aspirations of the City. At the same time, potential rapid transit corridors will also be screened based on potential land use patterns, transit demands and corridor characteristics. As part of the possibilities assessment, the role of park-and-ride facilities as well as transit priority measures within the City will also be explored and developed at a strategic level.

The high level screening process will result in a shortlist of long-term conceptual service alternatives in which to develop and evaluate with feedback from stakeholders. The evaluation process will include a review of each concept in terms of meeting overall goals and objectives for transit as well as other key measures of ridership and coverage. Similar to the rapid transit discussion, changes in ridership will be estimated by combining high level modelling results with experience in other relevant jurisdictions. The operating cost estimates of alternative system-wide service concepts will be developed and compared using unit rates from Saskatoon with the projected benefits. The options identification and evaluation process will be summarized in an interim technical memorandum along with a preferred long-term service plan.

At the same time, key support strategies for intermodal connections (i.e. park-and-ride, bicycle facilities and walking) as well as transit priority treatments will be identified for the preferred service concept plans.

Phase 4 – Charting the Course. This 4th phase of the Transit Plan will capture the long-term service plan refinements for a preferred option as identified through the technical evaluation and community

discussions. Specifically, we will want to develop the preferred long-term service design structure and types of transit services within the City, identify support strategies and facilities and outline overall operating and capital costs.

Phase 5 – Implementing the Plan. Implementation priorities for transit improvements will be identified for the 300,000 and 400,000 population levels based on current market opportunities for transit, growth patterns as well as general levels of affordability. As previously indicated, it is anticipated that the priority actions should be designed to address existing issues and opportunities.

The Work Plan

The following sections outline our detailed work. Organized by phase, key tasks are provided for each of the four major study streams. Tasks already included in the work plan for Transit Structure & Rapid Transit work stream that are relevant to our work on the overall Transit Plan are highlighted in **blue**. New or existing tasks where additional effort is required to address system wide features are summarized by as follows: initial scope of work from the October 1 submission in **green** and the remaining work in phases 2 through 5 in **orange**.

1

Taking Stock

Phase 1 tasks and deliverables are outlined below.

Tasks:	Description:
1. Document Existing Transit System Context	<ul style="list-style-type: none"> • Collect and review all background reports, plans, data • Highlight relevant plan goals and objectives in relation to transit • Summarize individual route characteristics including schedule, service hours by period, fleet • Summarize fleet characteristics • Summarize support facilities such as • Review route performance information by route • Summarize AM & PM peak period route ridership at key screenlines provided by City • Compare transit ridership patterns with vehicle travel demand patterns at each screenline • Summarize customer satisfaction survey results provided by the City • Summarize what's at stake beyond transit/mobility for Saskatoon (e.g. land use and urban development, population and employment, economic development, environment and other factors)
2. Highlight Transit Service Structure, Ridership and Transit Markets	<ul style="list-style-type: none"> • Summarize principle types of transit services and overall system-wide structure • Summarize macro travel patterns, ridership and mode choice characteristics • Overview of historic and current transit customer markets



	<ul style="list-style-type: none"> • High level review of the customer experience with transit • Highlight frequent transit corridors and ridership characteristics • Review population and employment characteristics and principle land uses (scale, mixtures, densities) served by the frequent transit corridors • Establish local metrics around land use and transit ridership connections (i.e. land use density, frequencies, service hours, ridership)
3. Highlight Base Trend Demands and Conditions	<ul style="list-style-type: none"> • Explore historical levels of transit service and facilities expansion • Confirm committed transit system expansions • Summarize base growth forecast land use and demographic changes (i.e. scale, mixture, density, form, etc.) • Forecast base travel demand patterns and highlight changes • Highlight potential future transit markets with base trend growth throughout the City (not just for rapid transit) • Identify key issues and challenges facing transit and community growth trends for the expansion of conventional services and rapid transit • Identify factors to consider with integration of land use
4. Overview of Relevant Best Practices	<ul style="list-style-type: none"> • Identify comparable Canadian, US and international cities – current conditions and growth • Highlight transit network expansion relationships with growth and development patterns with a focus on conventional and rapid transit services and facilities • Compare land use and transit system relationships and metrics of relevant communities – mode choice with service hours per capita, population and employment densities, etc. • Highlight the customer experiences that make transit successful – service, facilities, accessibility, land use, etc. • Highlight intermodal facilities and strategies of other systems and compare with current practices in Saskatoon • Summary observations for discussion
5. SWOC Summary	<ul style="list-style-type: none"> • Summarize current strengths • Summarize current weaknesses • Brainstorm and synthesize opportunities based on local conditions and experience elsewhere • Identify challenges for the future of transit and rapid transit with base forecasts of growth, land use, transit service expansion, etc.
6. Transit Team Review Meeting #1	<ul style="list-style-type: none"> • Review SWOC summary
<i>Phase 1 Deliverables</i>	<ul style="list-style-type: none"> • Content for Phase 1 Taking Stock Paper (integrated document for conventional & rapid transit service), including: <ul style="list-style-type: none"> - Existing transit service, ridership, market conditions and future baseline trends - Overview of relevant best practices - Summary of strengths, weaknesses, opportunities, challenges

2 Visioning

Phase 2 tasks and deliverables are outlined below.

Tasks:	Description:
1. Identify Transit Network and Rapid Transit Guiding Principles and Objectives	<ul style="list-style-type: none"> Summarize the future roles of the City's transit system Develop the guiding principles and objectives that will be used to shape the long-term network and to support other goals and aspirations Summarize long-term targets for transit mode share & ridership Confirm integration with land use aspirations
2. Prepare a Vision for Transit	<ul style="list-style-type: none"> Highlight the interdependencies between a comprehensive transit system and rapid transit, integrated growth and the overall road network and core bridge strategies Summarize the high level system attributes needed to make transit an exceptional experience for existing and future customers Confirm guiding principles for the entire transit system Outline the critical ingredients needed to make transit successful in the long-term
3. Identify Types of Transit Services	<ul style="list-style-type: none"> Highlight various transit markets in Saskatoon today and in the long-term Review current structure of transit services Identify potential range of transit services that may be used to serve different market needs Summarize the preferred types of transit services for Saskatoon
4. Balance Vision, principles & objectives with Resource Realities	<ul style="list-style-type: none"> Identify potential scale of resources to support a vision and targets for the long-term transit system Broadly explore potential resource levels that may be directed toward public transit Identify realistic service levels that may be consistent with the Vision and City resources
5. Technical Memorandum	<ul style="list-style-type: none"> Identify long-term vision for public transit in Saskatoon, guiding principles and key objectives Document targets/evaluation criteria for options
<i>Phase 2 Deliverables</i>	<ul style="list-style-type: none"> Content for Phase 2 Visioning Paper <ul style="list-style-type: none"> Vision for public transit Guiding principles and objectives for conventional transit services Types of transit services System level evaluation criteria

3

Possibilities

Phase 3 tasks and deliverables are outlined below.

Tasks:	Description:
1. Assess Travel Demands for Alternative Land Use	<ul style="list-style-type: none"> • Forecast and map travel demand changes throughout City (key generators and OD areas) • Summarize and map transit market potential for build-out population • Highlight anticipated changes relative to future base growth scenarios
2. Develop alternative transit network structures	<ul style="list-style-type: none"> • Identify alternative network structures to better support existing and future markets (i.e. hub-and-spoke, grid, rapid transit & feeder service and other combinations) • Broadly identify characteristics of services throughout the City in terms of frequent transit corridors, neighbourhood service areas, • Integrate system structure planning with the preliminary reviews of alternative candidate corridors for investigating rapid transit • Identify key support strategy features such as park-and-ride facilities at strategic interceptor locations • Screen alternative transit structures based on preliminary • Synthesize candidate network structure options and screening for discussion purposes
3. Transit Team Review Meeting #3	<ul style="list-style-type: none"> • Review candidate transit network structures with staff • Confirm shortlist for further consideration
4. Model and Assess Ridership Potential	<ul style="list-style-type: none"> • Code model with single refined network alternative • Code model with schematic image of rapid transit corridor • Assess ridership potential for each shortlist network structure • Review sensitivities to concept level land use changes
5. Prepare Operating Cost Estimates of Alternatives	<ul style="list-style-type: none"> • Conceptually estimate annual service hour and vehicle requirements to support network alternatives • Identify annual operating costs for alternative network concepts using generalized unit costs for operator and vehicles • Highlight relative cost differences for each candidate alternative
6. Multiple Account Evaluation	<ul style="list-style-type: none"> • Prepare multiple account evaluation framework of alternative network structures based on costs and revenues as well as other customer and community benefits and impacts • Summarize account evaluation and comparison of alternatives
7. Technical Memorandum	<ul style="list-style-type: none"> • Summarize growth plan options • Summarize results of Multiple Account Evaluation
8. Transit Team Review Meeting #4	<ul style="list-style-type: none"> • Workshop with staff • Facilitate dialogue around options and evaluations
<i>Phase 3 Deliverables</i>	<ul style="list-style-type: none"> • Content for Phase 3 Possibilities Paper <ul style="list-style-type: none"> - System-wide Travel demands - Candidate system level network attributes - Identification of transit support strategies and facilities - Summarize ridership potential for each concept - Service plan costs, revenue, benefits and impacts - Analysis and evaluation of options



4

Charting the Course

Phase 4 tasks and deliverables are outlined below.

Tasks:	Description:
1. Service Plan and Support Strategies	<ul style="list-style-type: none">• Confirm preferred option from input and feedback• Incorporate ideas and suggestions based on technical review• Prepare summary document to outline key features developed throughout the process
2. Key Features Summary Brochure	<ul style="list-style-type: none">• Summary document for public review:<ul style="list-style-type: none">- Summary of various service types- Long-term service characteristics- Support strategies and facilities
<i>Phase 4 Deliverables</i>	<ul style="list-style-type: none">• Draft Transit Plan• Content for Key Features Summary

5

Implementing the Plan

Phase 5 tasks and deliverables are outlined below.

Tasks:	Description:
1. Confirm Implementation and Delivery Mechanisms	<ul style="list-style-type: none"> • Confirm short-term planning priorities based on current needs and opportunities • Identify implementation priorities for 300,000 and then 400,000 population levels based on areas of growth and service resources • Identify project risks and approaches to address
2. Technical Document	<ul style="list-style-type: none"> • Charting the course • Implementing the Plan • Summary content for primary Growing Forward! document
3. Review Meeting <i>Phase 5 Deliverables</i>	<ul style="list-style-type: none"> • Finalize Transit Plan • Implementation Plan • Final Transit Plan • Content for summary report



Proposed Costs

Based on our understanding of the project needs and our proposed work plan, we estimate that the completion of the Long-term Transit Plan between Phases 2 and 5 will cost approximately \$190,450 in fees and disbursements (not including applicable taxes).

The allocation of resources for each phase and team members are summarized below in Table 1.

Table 1 – Proposed Fees (Phase 2 through 5)

	PHASE 2	PHASE 3	PHASE 4	PHASE 5	TOTAL FEES & DISBURSEMENTS
Steiner	\$5,000	\$12,500	\$8,000	\$10,000	\$35,500
McNeely		\$16,500	\$11,700	\$8,400	\$36,600
Lau		\$12,000	\$4,000	\$5,600	\$21,600
Finkleman	\$5,600	\$22,000	\$12,000	\$11,880	\$51,480
GIS/Tech Support	\$2,000	\$8,000			\$10,000
Admin/ Graphics	\$2,000	\$14,200	\$10,000	\$5,400	\$31,600
Brennan (NN)		\$2,000			\$2,000
Kruger		\$1,650			\$1,650
TOTAL excluding GST	\$14,600	\$88,850	\$45,700	\$41,280	\$190,450
TOTAL including GST	\$15,330	\$93,293	\$47,985	\$43,344	\$199,975

Relevant Experience

Our proposed Project Team includes individuals that have led transit and transportation studies for large and small communities throughout Western Canada. Our Project Manager, John Steiner will lead a team of internal transit and transportation planning resources and work with Nelson Nygaard as an advisor to augment our own experience.

John is a Principal with Urban Systems and has extensive experience in financing, governance, planning, operation and design of conventional and alternative public transportation. As Project Manager, John will be responsible for all aspects of this assignment, including schedule, budget and the quality of the final product. John will also be responsible for all communications with agency stakeholders, and will lead other team resources to ensure the success of the assignment.

John has managed and undertaken dozens of transit and transportation planning assignments for several municipalities, regions and the provincial government and is currently managing the overall Growth Plan for the City. John has frequently worked on transportation projects that involve several levels of government. John's transit experience relevant to this study is briefly highlighted below.

- **Transit route and service planning.** Prior to joining the consulting industry, John worked as a Transit Planner for OC Transpo, and was involved in the development of long-range plans as well as short-term transit service strategies. Over the last 25 years, John has been involved in numerous transit planning assignments for large and small communities throughout Canada. John has worked on several area transit plans in the Metro Vancouver area. Most recently, John managed the development of the Vancouver Transit Plan as an input to the City's long-range transportation plan. John has also worked on several short-term, medium-term and long-term transit strategies across the province including several area transit plans in the Lower Mainland and elsewhere in BC. Through this work, John has facilitated large technical, public and political working groups to develop and synthesize strategic and operational strategies to implement transit improvements based on comprehensive market assessments. Much of this work involved an extensive assessment of transit system performance, market analysis, improvement strategies and recommended service and facility improvements.
- **Alternative transit services.** While at OC Transpo, John was also involved in the development of the first flexible community-based bus service through the Lower Town area of Ottawa. Within BC, John worked on Surrey's Transit Projects Plan and a Demand-Responsive Transit Implementation Plan. As part of several area transit plans on the outer edges of Metro Vancouver, John has explored paratransit services (i.e. flexible transit, dial-a-bus, demand responsive, van shuttles and specialized transit) and developed models for implementing attractive services to low density areas of the region during off-peak periods. In addition to the development of dial-a-bus options for White Rock area, a business case for demand responsive services was also examined in the Pitt Meadows/Maple Ridge areas for the weekend and evening periods where the system performance limited service expansions. As part of the Fraser Valley Transit Review, John led the discussion of best practices for paratransit services that may be utilized for the low density areas of the Fraser Valley and identified service options that were presented to the community. Each of these strategies outline service and vehicle requirements, operational features and administration strategies needed to shift to an alternative transit service model.

The Urban Systems team is well positioned to ensure the success of this challenging and strategic assignment as outlined by our qualifications below.

We have completed similar long-term, city-wide and regional transit strategies. Urban Systems Project Team members have worked on a range of short-term and long-term transit strategies and implementation priorities for several communities throughout Canada. Urban Systems has recently assisted several communities in British Columbia (Victoria, Metro Vancouver, Fraser Valley and other communities) and Alberta (Edmonton and Calgary areas) to develop short-term strategies and long-term visions for public transportation. Many of these initiatives involving our project team members have included comprehensive assessments of transit market segments, expansion of rapid transit systems (e.g. BRT, LRT, ALRT and commuter rail), significant changes to the structure of the transit services,

provision of a broader range of transit services, development of transit priority strategies for the roadway network, fare strategies, as well as financing and governance matters.

We have extensive transit planning and operations experience. Each of our senior team members has extensive transit experience, including all forms of bus services, commuter rail, passenger ferries, and transit services for persons with disabilities. In particular, John Steiner and Stephanie McNeely have worked together on several transit planning assignments BC. Most recently, both individuals managed the review of rapid transit studies in the Victoria area on behalf of the provincial government and worked on rapid bus corridor improvement options between the western communities and downtown areas of that region.

John has also been the Project Manager for the Northeast Sector and the Richmond Area Transit Plans (ATP), the Owl Transit Services Policy Review, and worked on the transit strategies and plans developed for the Capital Regional District and the City of Surrey (prior to the development of Area Transit Plans). The Northeast Sector and Richmond ATPs included bus integration strategies with rapid transit corridors, including the Millennium SkyTrain and B-Line services. John has also undertaken several city-wide transportation planning assignments throughout the Lower Mainland and other parts of the province, all of which included plans for a range of local and regional transit services and other transit supportive improvements. Prior to joining the consulting field, John also worked as a transit planner for OC Transpo in Ottawa, addressing long-range service expansions — ranging from the assessment of system-wide service needs to respond to growth, to the identification of bus fleet requirements — as well as short-term local service changes of bus routes and schedules.

We have experience with conventional and paratransit service reviews and feasibility assessments. Our team has a proven track record of developing transit plans that are realistic and easy to implement. In this regard, we take pride in the fact that the models that we have developed to plan and evaluate conventional and paratransit alternatives may be suitable for not only comparing alternatives, but that can easily transition into service design and implementation. We recently evaluated the feasibility of converting conventional transit services in smaller market communities in BC to paratransit service to better support customer needs and provide an efficient system benefit. Additionally, our work on the Fraser Valley Transit Review included development and evaluation of both conventional and paratransit services for rural communities. In fact, the plan process included an update to our summary of best practices for small community conventional and paratransit services in Canada as a means of engaging the discussion with the community. As part of the Pitt Meadows/Maple Ridge area plans, we examined and recommended the implementation of demand responsive services (similar to Red Deer and St. Albert) that could be used as a strategy to provide attractive weekend and evening services to areas where ridership is low and not expected to change.

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 16, 2013
SUBJECT: Urban Design Streetscape Projects Update
FILE NO.: CK 4110-1 and PL 216-01

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

TOPIC AND PURPOSE

The purpose of this report is to provide an update on the 2013 capital project highlights, and present the 2014 Urban Design Streetscape Projects.

REPORT HIGHLIGHTS

1. 20th Street West Streetscape Phase No. 1 is near completion and preparation for Phase No. 2 is starting.
2. 3rd Avenue Streetscape Project Phase Nos. 1 to 3 are substantially complete and subsequent phases will occur in coordination with other major projects in the City Centre Plan.
3. Central Avenue Streetscape Phase No. 1 is substantially complete and preparation for Phase No. 2 is underway.
4. Idylwyld Drive Streetscape Improvement Plan is proposed to begin in 2014.

STRATEGIC GOALS

The improvement of streetscapes through the Urban Design Program supports four strategic goals – Quality of Life, Environmental Leadership, Sustainable Growth, and Moving Around – by enhancing and providing amenities to key existing commercial districts and by contributing to Business Improvement District (BID) revitalization efforts. Streetscape projects create warm and welcoming people places, improve public safety, and add cultural and community infrastructure. Urban Design projects make walking, cycling, and transit use easier with more accessible sidewalks, bulbed intersections, and street furniture.

BACKGROUND

The City of Saskatoon (City) has two Urban Design Streetscape Programs:

1. Urban Design BID Streetscape Program - serves the three established BIDs of Broadway, Downtown, and Riversdale, and is funded through the BID Streetscape Reserve by parking meter revenue.
2. Urban Design City-Wide Streetscape Program (City-Wide Program) - established in 2009 as a five-year program to serve key areas outside of the three established BID boundaries, is funded by Land Bank sales administration fees. City Council approved a two-year extension to the program in 2012.

An Urban Design Committee (UDC) has been established for each program, which includes civic officials and representatives from the Meewasin Valley Authority, as well as each BID involved in the program. The UDC examines the available budget and prioritizes streetscape projects within each program.

REPORT

Urban Design BID Program Ten-Year Plan

The UDC has a ten-year plan in order to prioritize streetscape projects. In 2013, the UDC laid out the following streetscape projects in the BID program to the end of 2023 (see Attachment 1):

- 1) 3rd Avenue from 22nd to 23rd Streets;
- 2) 20th Street West from Avenue E to Avenue H;
- 3) Idylwyld Drive Streetscape Improvement Plan;
- 4) Warehouse District Improvements;
- 5) Broadway 5 Corners Plaza development;
- 6) Civic Plaza Precinct development; and
- 7) other small initiatives within each BID.

A status update for each current BID streetscape project is provided below.

20th Street West Streetscape Update

This project involves the design and implementation of streetscaping along 20th Street West from Avenue E to Avenue H and extending the existing streetscape from Idylwyld Drive to Avenue E. Construction of the streetscape from Avenue E to Avenue F was substantially completed in 2013.

The 2014 plan involves construction of the remaining two blocks, from Avenue F to Avenue H. This advances the construction of the Avenue G to Avenue H block by one year and is possible because of favourable parking meter revenue in 2012 (see Attachment 2).

3rd Avenue Streetscape Update

The 2009, 2010, and 2011 construction included the section of 3rd Avenue from 19th Street through to the 22nd Street intersection. In 2018, the plan is to construct the section between 22nd Street and 23rd Street, in coordination with the City Centre Plan Phase No. 4 Civic Plaza Area. The 19th Street intersection will be constructed at a later date and will be coordinated with River Landing Parcel Y construction (see Attachment 3).

Urban Design City-Wide Program Ten-Year Plan

The streetscape projects in the City-Wide Program to the end of 2023 include Central Avenue Phase No. 2 and Phase No. 3. A status update for this project is provided

below. Under the current funding formula, no other capital projects can occur in the City-Wide Program during this time frame (see Attachment 4).

Future consideration will be given to increasing the funding as the current funding level will not allow for the completion of capital improvements throughout the city on a timely basis. The current priority list for improvements will take many years to complete under the current funding formula. A report will be brought forward for consideration during 2015 budget deliberations to recommend a long-term funding strategy.

Central Avenue Streetscape Update

This project involves design and implementation of streetscaping along Central Avenue. In 2012, Phase No. 1 of the Central Avenue Streetscape improvement was completed with improvements from 109th Street to 110th Street.

Phase No. 2 of this project is aimed at improving pedestrian and traffic safety, while assisting the revitalization of the Sutherland BID. This project will extend streetscaping from Phase No. 1, north of 110th Street, to the mid block north of 112th Street. Streetscaping upgrades will be consistent with Phase No. 1 and include components, such as corner bulbs, sidewalks, street trees, roadway and sidewalk lights, street furniture, and public art. Timing of this phase has been moved ahead based on cost savings in Phase No. 1 (see Attachment 5).

New Streetscape Project for 2014

During 2013 discussions with the BID and City-Wide UDCs, Idylwyld Drive was identified as a priority for streetscape improvements.

Idylwyld Drive Streetscape Improvement Plan

This project involves the design and implementation of a comprehensive streetscape plan for Idylwyld Drive from the Senator Sid Buckwold Bridge to Circle Drive. Upon completion of the Circle Drive South Bridge project, traffic flows on Idylwyld Drive are anticipated to change. The redevelopment of Idylwyld Drive as an enhanced multi-modal corridor will contribute to pedestrian, cyclist, and transit use. Current planning projects, including Phase No. 3 of the City Centre Plan, the North Downtown Master Plan, and the Growth Plan to 500,000 (formerly the Integrated Growth Plan) all indicate that an improved streetscape along the length of Idylwyld Drive should be pursued. Direction from the City Centre Plan will be used to guide the design of the Streetscape Improvement Plan.

This project will involve a traffic study, the design of a streetscape improvement plan, as well as phased construction, which may utilize an incremental approach to capitalize on the time-sensitivity of this intervention. An incremental approach is when inexpensive, temporary materials are used in the short term and are replaced by permanent, long-lasting materials after the public has tested the

design thoroughly. This approach is currently used by the Neighbourhood Traffic Management Program in the Transportation Division.

Idylwyld Drive spans both the BID and City-wide areas however the development of the Streetscape Improvement Plan will be funded by the BID Streetscape Reserve. Design priority will be given to the portion of Idylwyld Drive from 20th Street to 33rd Street. Capital construction costs for later phases will be funded by the appropriate Urban Design program or in partnership with other projects.

OPTIONS TO THE RECOMMENDATION

There are no options at this time.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The proposed 2014 funding is as follows for each project, and has been included in the Operating and Capital Budget submissions by the appropriate Division:

20th Street West Streetscape from Avenue F to Avenue H is funded through the Urban Design Streetscape Reserve – BID.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
\$2.5 M		\$2.5 M	\$16,000	\$2.5 M	

Central Avenue Streetscape from 111th Street to 112th Street is funded through the Urban Design Streetscape Reserve – City Wide.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
\$1.5 M		\$1.5 M	\$20,200	\$1.5 M	

Development of the Idylwyld Drive Streetscape Improvement Plan is funded through the Urban Design Streetscape Reserve – BID.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
\$200,000		\$200,000		\$200,000	

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

The UDC has approved the attached ten-year plans. Each BID is engaged throughout the design and implementation of streetscape projects in their area.

COMMUNICATION PLAN

Public and BID input is sought for all streetscape projects. A communication plan will be developed for each streetscape project during preliminary design.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Construction of the 20th Street West and Central Avenue streetscapes will be substantially completed in 2014.

The Idylwyld Drive Streetscape Improvement Plan will be brought forward for approval upon completion in 2015.

A report will be brought forward for consideration during 2015 budget deliberations to recommend a long-term funding strategy for the City-Wide Program.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

All streetscape projects undergo CPTED reviews.

PUBLIC NOTICE

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

ATTACHMENTS

- 1. Urban Design BID 2013 Capital Budget Ten-Year Plan
- 2. 20th Street West Streetscape Project Update
- 3. 3rd Avenue Streetscape Project Update
- 4. Urban Design City Wide 2013 Capital Budget Ten-Year Plan
- 5. Central Avenue Streetscape Project Update

Written by: Genevieve Russell, Urban Design Manager

Reviewed by: _____ “Alan Wallace”
Alan Wallace
Director of Planning and Development

Approved by: “Randy Grauer”
Randy Grauer, General Manager
Community Services Department
Dated: “January 6, 2013”

S:\Reports\CP\2014\P&O 3rd Avenue Streetscape Project Update – Urban Design Project Updates\kb
BF No.82-11

UD BID 2013 CAPITAL BUDGET Ten-Year Plan

Approved May 1, 2013

STREETSCAPE RESERVE	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
OPENING BALANCE	1,163,704	2,787,235	3,338,551	2,356,546	2,110,189	1,579,138	2,022,643	927,943	1,018,266	840,828	474,835	79,379
PARKING REVENUE CONTRIB. TO STREETSCAPE RESERV	2,219,700	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200
PARKING REVENUE ADJUSTMENT	334,213	334,213	334,213	334,213	334,213	334,213	334,213	334,213	334,213	334,213	334,213	334,213
RETURN TO SOURCE	321,662											
TOTAL FUNDS AVAILABLE	4,039,279	5,363,647	5,914,964	4,932,959	4,686,601	4,155,551	4,599,056	3,504,356	3,594,679	3,417,241	3,051,248	2,655,792
OPERATING	(392,044)	(407,700)	(420,000)	(433,000)	(446,000)	(459,400)	(473,200)	(487,400)	(502,000)	(517,000)	(532,500)	(548,500)
CAPITAL	(860,000)	(1,617,396)	(3,138,418)	(2,389,770)	(2,661,464)	(1,673,507)	(3,197,913)	(1,998,690)	(2,251,851)	(2,425,406)	(2,439,368)	(553,750)
BALANCE	2,787,235	3,338,551	2,356,546	2,110,189	1,579,138	2,022,643	927,943	1,018,266	840,828	474,835	79,379	1,553,542
THE PARTNERSHIP BID												
25th Steet Extension - Idylwyld Dr. to 1st Ave												
3rd Ave 19th Street intersection												
3rd Ave 22nd Street to 23rd Street							2,672,000					
3rd Ave 23rd Street to 24th Street												
3rd Ave 24th Street to 25th Street												
19th Street - 3rd Avenue to Bridge												
2nd Avenue - Bollard Replacement	150,000											
Civic Plaza Precinct									100,000	1,900,000	1,900,000	
Idylwyld Drive Improvements			200,000	1,900,000	1,000,000							
Warehouse District Streetscapes				100,000	1,200,000	1,200,000						
BROADWAY BID												
Broadway Streetscape			60,000		60,000							60,000
Broadway Bicycle Parking	60,000											
Five Corners Plaza							100,000	1,500,000	1,500,000			
RIVERSDALE BID												
20th Street Streetscape						60,000		60,000		60,000		60,000
Streetscape Extension E to H	100,000	1,250,000	2,500,000									
OTHER												
Civilian Uniformed Community Support Officers	550,000	367,396	378,418	389,770	401,464	413,507	425,913	438,690	451,851	465,406	479,368	493,750
City Center - PSA&UF update report									200,000			
TOTAL CAPITAL												
TOTAL CAPITAL	860,000	1,617,396	3,138,418	2,389,770	2,661,464	1,673,507	3,197,913	1,998,690	2,251,851	2,425,406	2,439,368	553,750

Note:

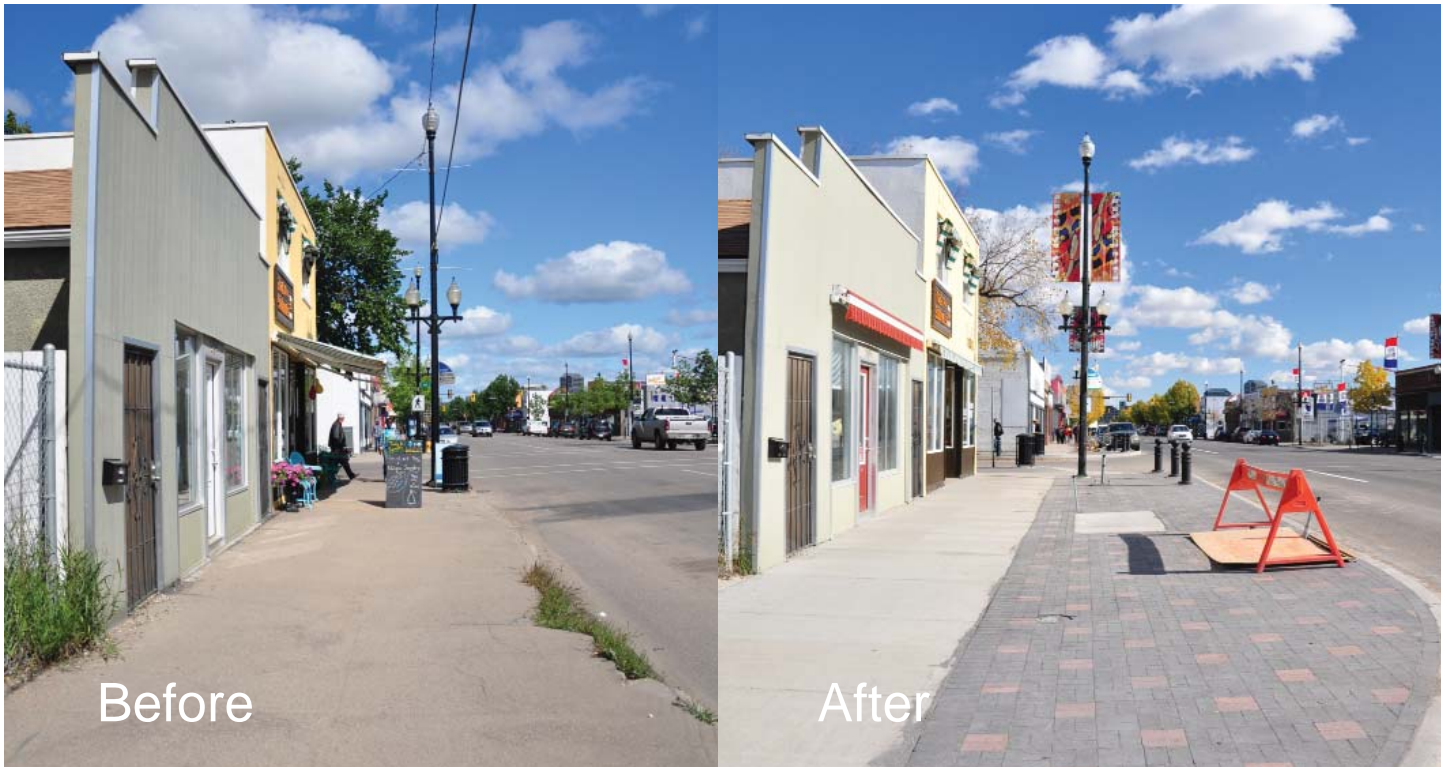
All projects and schedules are subject to regular review and revision by the Urban Design Committee
\$1,936,650 for 3rd Avenue and 19th Street intersection unscheduled
2014 & 2015 Civic Plaza Precinct planning funded from other sources

20th Street West Streetscape Project Update

This project involves the design and implementation of streetscaping along 20th Street West from Avenues E to H. Construction of streetscape from Avenue E to Avenue F is substantially complete. Construction from Avenue F to Avenue H will be constructed in 2014.

This project made new and innovative improvements to streetscaping in the following ways:

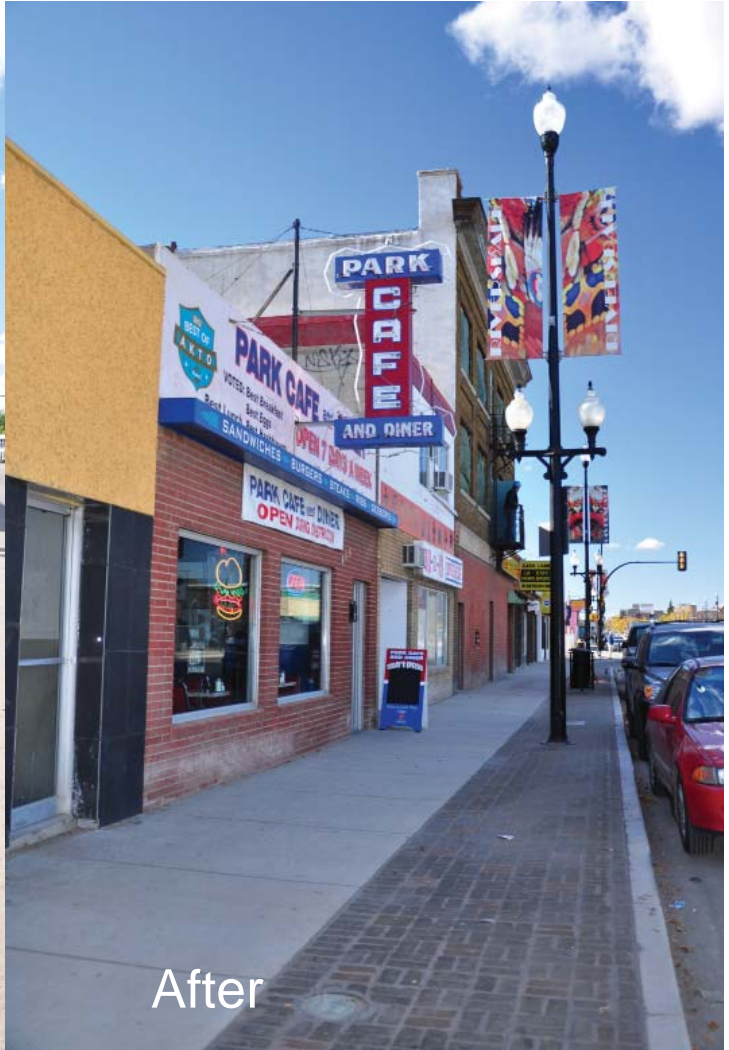
- Bus loading bulbs installed to improve transit operations
- Storm water collection grates built into the tree wells and through the amenity strip
- Public art integrated into the infrastructure (Written in Stone project) and provided in collaboration with the area businesses (2 murals)



20th Street West Streetscape Project Update



Before



After



Public Art



Public Art

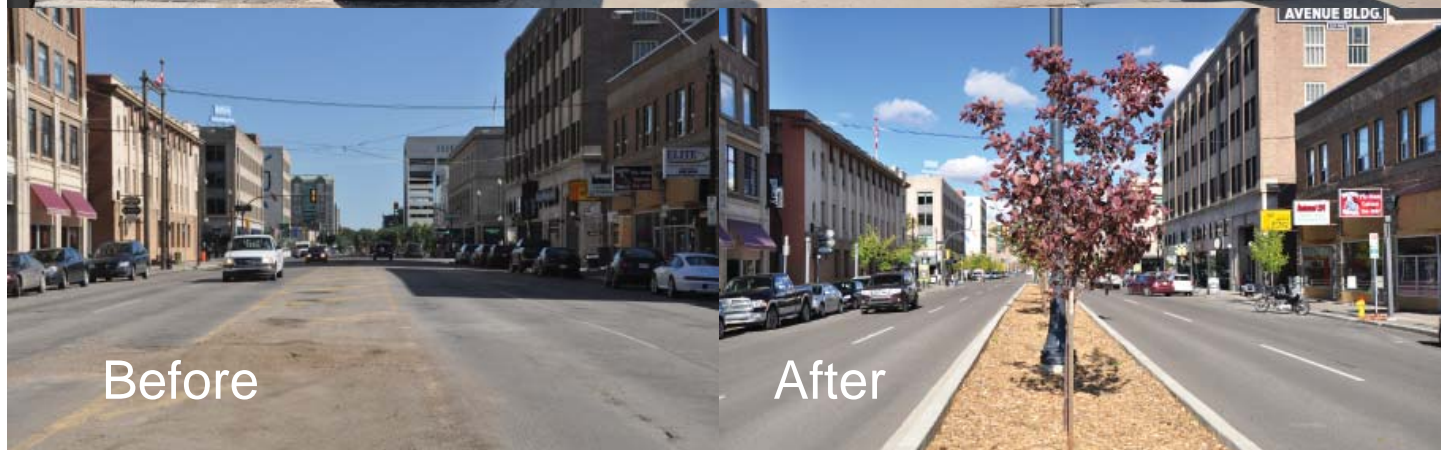
3rd Avenue Streetscape Project Update

This project involves the design and implementation of streetscaping along 3rd Avenue. Construction of streetscape from 19th Street to 22nd Street is substantially complete. Construction from 22nd Street to 23rd Street and the 19th Street intersection will be constructed in at a later date in coordination with other significant projects.

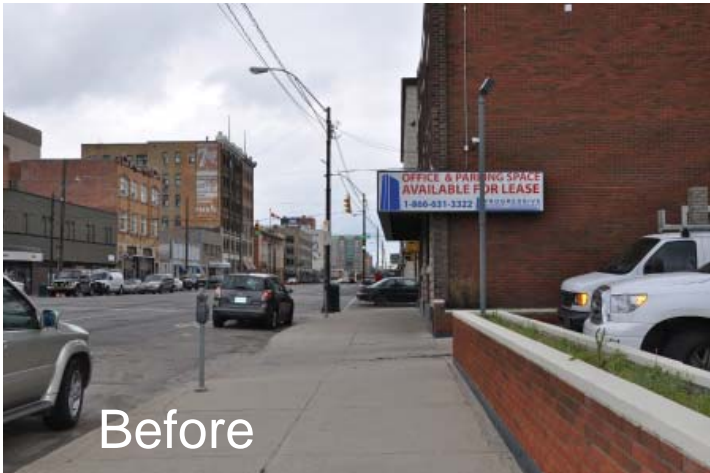
The design of 3rd Avenue strived to be innovative and 3rd Avenue was the first project to incorporate the following features:

- Bus loading bulbs installed to improve transit operations
- Underground soil cells to improve street tree health
- A combination of lighting types to provide a very broad light spectrum at night
- Full cut off light fixtures
- Restoration and reuse of heritage light poles
- Bottle recycling shelf on all trash units

3rd Avenue has blossomed into a pedestrian friendly street while accommodating all modes of transportation from transit to cycling to motor vehicles.



3rd Avenue Streetscape Project Update



Before



After



After



After

UD CITY WIDE 2013 CAPITAL BUDGET TEN-YEAR PLAN

Approved April 24, 2013

STREETSCAPE RESERVE	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
OPENING BALANCE	1,549,661	574,182	1,324,982	60,782	280,782	484,782	672,782	94,782	250,782	390,782	514,782	622,782
LAND BANK ADMIN FEE REVENUE CONTRIB. TO STREETSCAPE RES	281,982	250,800	235,800	220,000	204,000	188,000	172,000	156,000	140,000	124,000	108,000	92,000
RETURN TO SOURCE	342,539	500,000										
TOTAL FUNDS AVAILABLE	2,174,182	1,324,982	1,560,782	280,782	484,782	672,782	844,782	250,782	390,782	514,782	622,782	714,782
CAPITAL	(1,600,000)	0	(1,500,000)	0	0	0	(750,000)	0	0	0	0	0
BALANCE	574,182	1,324,982	60,782	280,782	484,782	672,782	94,782	250,782	390,782	514,782	622,782	714,782
CITY WIDE												
City Entrance Signs												
West Spadina Promenade Extension (Broadway Bridge to Traffic Bridge)												
Mid Spadina Promenade Extension (25th Street to Queen Street)												
North Promenade Extension (Queen Street to Weir)												
College Drive												
Central Avenue	1,600,000		1,500,000				750,000					
33rd Street												
8th Street												
22nd Street (Idywyld to Laurier Dr)												
2nd Avenue (25th Street to 33rd St.)												
Airport Drive Median (Cynthia Street to 45th Street west)												
Idywyld Drive												
TOTAL CAPITAL	1,600,000	-	1,500,000	-	-	-	750,000	-	-	-	-	-
TOTAL CAPITAL	1,600,000	-	1,500,000	-	-	-	750,000	-	-	-	-	-

Note:
All projects and schedules are subject to regular review and revision by the Urban Design Committee

Central Avenue Streetscape Project Update

This project involves the design and implementation of streetscaping along Central Avenue. Construction of Phase 1 streetscape from 109th Street to 110th Street is substantially complete. Construction of Phase 2 from 111th Street to 112th Street will be constructed in 2014.

The design of Phase 2 will be consistent with Phase 1 and it is proposed that the addition of bus loading bulbs be reviewed with Transportation and Transit to determine if they are appropriate and desired for Central Avenue.

Phase 3 is proposed from 112th Street to north of the railway tracks and will address the pedestrian crossing of the railway in order to improve pedestrian safety. Timing of Phase 3, currently scheduled for 2018, will depend on funding availability and negotiation with the railway company.



Central Avenue Streetscape Project Update



His Worship the Mayor and City Council
The City of Saskatoon

REPORT
of the
PLANNING AND OPERATIONS COMMITTEE

Composition of Committee

Councillor M. Loewen, Chair
Councillor C. Clark
Councillor T. Davies
Councillor R. Donauer
Councillor P. Lorje

1. Age-Friendly Saskatoon Initiative – Phase 2 Report
(Files CK. 5500-1 and RS 5610-3)

RECOMMENDATION: that the information be received.

Attached is a report of the General Manager, Community Services Department dated December 17, 2013, providing highlights of the Age-Friendly Saskatoon Initiative being led by the Saskatoon Council on Aging (SCOA).

Copies of the summary report on Phase 2 of the Age-Friendly Saskatoon Initiative have already been provided to City Council members. The report is available for viewing on the City's website (click "R" and "Reports to Council"), in the City Clerk's Office, and at Frances Morrison Central Library of the Saskatoon Public Library.

Your Committee has reviewed the report with the Administration. Your Committee has also received a presentation from the Saskatoon Council on Aging providing highlights of Phase 2 and the resulting recommendations. The report targets the community as a whole for action and identifies suggested lead agencies for further consideration of the recommended actions. The Administration will be undertaking a review of those where the City has been identified as the lead agency and further reporting will be provided as appropriate.

Your Committee has been advised that the Saskatoon Council on Aging will continue to be involved in further discussions regarding the implementation phase, which will also include evaluation and monitoring components. Your Committee is appreciative of the work of the Saskatoon Council on Aging in leading this initiative and its continued participation.

Following review of this matter, your Committee is submitting the report to City Council for information.

**2. Servicing Agreement
Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon
Stonebridge Neighbourhood
Subdivision No. 40/13
(Files CK. 4131-27 X CK. 4300-013-040 and IS 4111-32)**

- RECOMMENDATION:**
- 1) that the Servicing Agreement with Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon, for a portion of the Stonebridge Neighbourhood to cover Parcels AA and CC, in Section 11, Township 36, Range 5, West of the 3rd meridian, be approved; and
 - 2) that His Worship the Mayor and the City Clerk be authorized to execute the Agreement under the corporate seal.

Attached is a report of the General Manager, Transportation and Utilities Department dated December 9, 2013, requesting approval to enter into a Servicing Agreement to assign responsibility for the construction and payment of various servicing items for institutional property in the Stonebridge Neighbourhood.

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

**3. Request for Funding – Innovative Housing Incentives
119 Avenue S South – Habitat for Humanity Saskatoon Inc.
(Files CK. 750-4 and PL 951-123)**

- RECOMMENDATION:**
- 1) that funding of 10 percent of the total capital cost for the construction of a four-unit dwelling to be located at 119 Avenue S South by Habitat for Humanity Saskatoon Inc., estimated at \$60,000, be approved; and
 - 2) that the City Solicitor be requested to prepare the necessary funding agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated December 30, 2013, recommending funding be provided for a 10 percent capital grant towards the construction of a four-unit dwelling, to be built by Habitat for Humanity Saskatoon Inc. at 119 Avenue S South.

Your Committee has reviewed the report with the Administration and a representative of Habitat for Humanity. It was confirmed the modular homes are currently under construction and will be moved into the city in the spring, with a planned completion date of July or August, 2014. As these modular units are being built in partnership with the Prairie Spirit School Division, the families will provide 500 hours of volunteer labour on other builds or at the Habitat for Humanity ReStore in lieu of a down payment.

Following review of this application, your Committee is supporting the above funding assistance for the project at 119 Avenue S South from the Affordable Housing Reserve, in accordance with Innovative Housing Incentives Policy No. C09-002.

**4. Request for Extension – Innovative Housing Incentives and Sale of Pre-Designated Site – 211 Slimmon Road
(Files CK. 4215-1 X CK 750-4, LA 4217-09-05 and PL 951-90)**

- RECOMMENDATION:**
- 1) that City Council amend the Innovative Housing Incentives Agreement with Habitat for Humanity Saskatoon Inc. to extend the expected completion date for the affordable housing project at 211 Slimmon Road to November 30, 2015; and
 - 2) that the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk execute the agreements under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated December 30, 2013, requesting an extension to agreement to allow Habitat for Humanity Saskatoon Inc. additional time to complete its affordable housing project at 211 Slimmon Road.

Your Committee has reviewed the report and supports the requested extension for this project, as outlined in the above recommendations.

**5. Cress Housing Corporation – Innovative Housing Incentives Transitional Rental Housing – 212 Lindsay Place
(Files CK. 750-4 and PL 951-124)**

- RECOMMENDATION:**
- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a 12-unit apartment building located at 212 Lindsay Place, by Cress Housing Corporation, to a maximum of \$129,600 be approved;
 - 2) that a supplemental Land Cost Differential Incentive of 5 percent of the total capital cost for the purchase and renovation of the apartment building at 212 Lindsay Place, by Cress Housing Corporation, estimated at \$95,348, be approved; and

- 3) that the City Solicitor be requested to prepare the necessary agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated December 18, 2013, recommending that funding be provided for a 9 percent capital grant and for a 5 percent Land Cost Differential Incentive towards the purchase and renovation of a 12-unit dwelling located at 212 Lindsay Place, for transitional rental housing units, to be operated by Cress Housing Corporation.

Your Committee has reviewed and supports the above recommendations for approval of funding from the Affordable Housing Reserve and the land cost differential incentive for the above project.

**6. Central Urban Métis Federation Inc. – Innovative Housing Incentives
Two Transitional Rental Homes – 601 Avenue O North
(Files CK. 750-4 and PL 951-121)**

- RECOMMENDATION:**
- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a two-unit dwelling by the Central Urban Métis Federation Inc., to a maximum of \$36,000 be approved; and
 - 2) that the City Solicitor be requested to prepare the necessary agreements, and His Worship the Mayor, and the City Clerk be authorized to execute the agreements under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated December 16, 2013, recommending funding of a 9 percent capital grant towards the purchase and renovation of a duplex located at 601 Avenue O North, for two transitional rental housing units to be operated by the Central Urban Métis Federation Inc.

Your Committee has reviewed the matter with the Administration and is supporting the above recommendations regarding funding from the Affordable Housing Reserve for the above project.

**7. Saskatoon Downtown Youth Centre Inc. (EGADZ)
Innovative Housing Incentives
Sweet Dreams Project – Transitional Housing for Mothers and Children
600 Queen Street
(Files CK. 750-4 and PL 951-119)**

- RECOMMENDATION:**
- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a transitional rental home for mothers and their children by Saskatoon Downtown Youth Centre Inc. to a maximum of \$90,000 be approved;
 - 2) that a land cost differential incentive of 5 percent of the total capital cost for the purchase and renovation of a transitional rental home for mothers and their children by Saskatoon Downtown Youth Centre Inc. estimated at \$50,250 be approved; and
 - 3) that the City Solicitor be requested to prepare the necessary agreements, and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated December 17, 2013, recommending that funding be provided for a 9 percent capital grant and a 5 percent land cost differential incentive towards the purchase and renovation of an existing residential care home located at 600 Queen Street. The home will provide transitional rental housing to mothers and their children and will be operated by Saskatoon Downtown Youth Centre Inc.

Your Committee has reviewed and supports the above recommendations for approval of funding from the Affordable Housing Reserve and the land cost differential incentive for the above project.

**8. Special Event Policy No. C03-007
Request for Funding – 2014 CIS Men’s Hockey University Cup
(Files CK. 1870-15 and LS 1870-12-2)**

RECOMMENDATION: that funding in the amount of \$25,000 be allocated under the Special Event, Sport category to the 2014 CIS Men’s Hockey University Cup, as this event meets eligibility requirements as outlined in Special Events Policy No C03-007.

Attached is a report of the General Manager, Community Services Department dated December 23, 2013, requesting approval for a Special Event grant for the 2014 CIS Men’s Hockey University Cup being hosted by the University of Saskatchewan from March 20 to 23, 2014, in Saskatoon.

Your Committee has reviewed the request for funding with the Administration. Your Committee has also received a presentation from a representative of the 2014 CIS Men’s Hockey University Cup Organizing Committee, in support of their application.

Your Committee is supportive of the request for funding as outlined in the above recommendation.

**9. Proposed Scope Addition to *Growing Forward! Shaping Saskatoon* Contract
(Files CK. 4110-2 and PL 4110-12-7)**

RECOMMENDATION:

- 1) that the addition of the Long-Term Transit Plan into the *Growing Forward! Shaping Saskatoon* project scope of work be approved and sole sourced to Urban Systems Ltd. for \$200,000; and
- 2) that the City Solicitor be instructed to amend the contract to include the Long-Term Transit Plan outlined in the proposal attached to the December 19, 2013 report of the General Manager, Community Services Department.

Attached is a report of the General Manager, Community Services Department dated December 19, 2013, proposing a scope addition to the *Growing Forward! Shaping Saskatoon* project, which is currently valued at \$1,549,935. The proposed scope addition is for the completion of a Long-Term Transit Plan at a total additional cost of \$200,000.

Your Committee has reviewed the matter with the Administration, including the rationale for proposing the use of consultants for this project in terms of insufficient capacity within Saskatoon Transit to complete the project within existing resources and the required timeframe. Your Committee has also discussed the reasons for recommending sole sourcing of the project to Urban Systems Ltd., to take advantage of their transit expertise and experience on a national and internal scale, to provide for budget efficiencies and maintaining the project schedule, as well as integration with the *Growing Forward! Shaping Saskatoon* initiative, and as further identified in the submitted report.

Following review of this matter, your Committee is supporting the above recommendations regarding the addition to the scope of the *Growing Forward! Shaping Saskatoon* project to include the Long-Term Transit Plan.

**10. Urban Design Streetscape Projects Update
(Files CK. 4110-1 and PL 216-01)**

RECOMMENDATION: that the information be received.

Attached is a report of the General Manager, Community Services Department dated December 16, 2013, providing an update on the 2013 Urban Design Streetscape capital project highlights, and presenting the 2014 Urban Design Streetscape Projects.

Your Committee has reviewed the report with the Administration, including funding for the program and projects currently planned for 2014. Your Committee is forwarding the report to City Council for information.

Respectfully submitted,

Councillor M. Loewen, Chair

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 17, 2013
SUBJECT: Age Friendly Saskatoon Initiative – Phase 2 Report
FILE NO.: CK 5500-1 and RS 5610-3

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

TOPIC AND PURPOSE

The purpose of this report is to provide highlights of the Age Friendly Saskatoon Initiative being led by the Saskatoon Council on Aging (SCOA). The Summary report on Phase 2 of the initiative is attached and will be formally presented to the Planning and Operations Committee by representatives from SCOA (see Attachment 1).

REPORT HIGHLIGHTS

1. The Age Friendly Saskatoon Initiative is intended to have key community stakeholders work together in supporting efforts that advance the dignity, health, and independence of older adults.
2. This Age Friendly Initiative is consistent with the City's aspiration for a desirable quality of life for all residents and will help in promoting an inclusive community and, in particular, the inclusion of all older adults in community life.
3. The end goal of the Age Friendly Saskatoon Initiative is to develop a policy framework for positive aging that would enable the vision of age friendly communities that value and empower older adults, improve their health and well being, promote workforce participation, independence and mobility, support community participation, and provide information and improved communication with older adults.
4. The "Age-friendly Saskatoon Initiative: Recommendations" report aims to raise awareness about the urgency of a population that is aging and more specifically about the experience of growing old in Saskatoon.

STRATEGIC GOALS

The Age Friendly Saskatoon Initiative is directly tied to the Strategic Goal of Quality of Life and, specifically, to the four-year priority of developing age friendly initiatives to enhance quality of life as people age. The age friendly initiative also references the built environment, so is tied to the Moving Around Strategic Goal and the four-year priority of exploring options to improve curb, sidewalk, and facility accessibility for wheelchair users and citizens with limited physical mobility. This initiative also addresses the ten-year strategy of supporting the integrated transportation network for pedestrians and bikes within parks, and having pathways, cycling lanes, and sidewalks within the neighbourhoods.

BACKGROUND

In early 2011, the Saskatoon Council on Aging (SCOA) adopted the World Health Organization's (WHO) "Age Friendly Cities" model as a critical way to support seniors to age positively in our city. This decision arose from the belief that aging positively means leading active, socially engaged, and independent lives.

The Age Friendly Saskatoon Initiative aims to develop a policy framework for positive aging that would enable a truly age friendly city where older adults are both valued and empowered throughout their life.

SCOA completed Phase 1 of the Age Friendly initiative in 2012, and presented a report to the Executive Committee titled, "Age Friendly Saskatoon Initiative: Findings Report - Positive Aging for All".

Phase 2 of the Age Friendly Saskatoon Initiative has been carried out over the past 18 months and involved community asset mapping, gap identification, and formulation of recommended actions. The voices of older adults and community stakeholders captured through consultations provided the foundation for the recommended actions.

The Administration, through the Community Services Department, has been actively involved with SCOA and been very supportive of the Age Friendly Saskatoon Initiative since the beginning of the project. This Age Friendly Saskatoon Initiative is consistent with the City's aspiration for a desirable quality of life for all residents and will help in promoting an inclusive community and in particular the inclusion of all older adults in community life.

REPORT

This report is to provide an update on the Age Friendly Saskatoon Initiative and to have representatives from SCOA present a copy of the final report on the work SCOA has undertaken as part of Phase 2.

The Phase 2 report, "Age-friendly Saskatoon Initiative: Recommendations", calls for new approaches to the way that our community responds to the issues of an aging population. Saskatoon's older adults must be supported to age with dignity through changing attitudes, policies, and practices and sustained by a strong community commitment. The report summarizes consultation findings and presents recommended actions that aim to:

- i. prepare all stakeholders for the growing numbers and increasing urbanization of older adults;
- ii. ensure older adults live with dignity and security with full access to the supports they require within the WHO's eight dimensions of an age-friendly city;
- iii. promote aging in place and active, healthy aging; and
- iv. develop research on aging that informs policy making.

The “Age-friendly Saskatoon Initiative: Recommendations” report presents recommendations for community change intended to establish Saskatoon as an age friendly city and aims to raise awareness about the urgency of population aging, and more specifically, about the experience of growing old in Saskatoon. It recommends moving forward to incorporate recommended actions into the strategic plans of the identified lead agency.

The Administration acknowledges the work SCOA has been undertaking with the Age Friendly Saskatoon Initiative and sees this as a great example of a non-profit organization contributing to the overall priorities of the City’s Strategic Plan. The Administration also sees a very strong connection to the mandate of the City and many of the key dimensions shaping age-friendly city living; more specifically, in the dimensions of:

- a) outdoor spaces and buildings;
- b) transportation;
- c) housing;
- d) social participation;
- e) respect and social inclusion;
- f) civic engagement and employment; and
- g) communication and access to information.

The Administration will continue to be involved on the steering committee of the Age Friendly Saskatoon Initiative and looks forward to the next, and final, phase on the initiative. Phase 3 will be the implementation phase and begins with the suggested lead agencies implementing the recommended actions proposed in Phase 2. The City plays a significant role in delivering programs and services in many of the key dimensions noted above, thus, there are a number of action items where the City of Saskatoon has been identified as the lead agency.

FINANCIAL IMPLICATIONS

There are no financial implications of this report. All funding support provided by the City to SCOA for this project has been previously approved.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Throughout the development of the Phase 2 summary report, SCOA has engaged numerous organizations and agencies that have a role to play in the provision of programs and services for seniors. SCOA has also hosted focus group discussions with many seniors along the way. In particular, the community consultation forum in April 2013 had 100 participants representing a wide variety of community based organizations, and SCOA connected with an additional 30 for feedback following the forum.

COMMUNICATION PLAN

A copy of this report will be posted on the City's website to help spread the word that in order to make Saskatoon truly age friendly it will take the efforts of all agencies, organizations, and citizens. The Administration will also be sharing copies of this document with all departments within the City in order to ensure the recommendations within the report are included as part of departmental work plans going forward.

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.

ATTACHMENT

1. "Age Friendly Saskatoon Initiative: Recommendations" Phase 2 Report

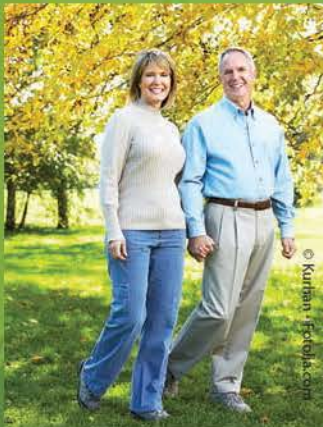
Written by: Lynne Lacroix, Director of Community Development

Approved by: "Teresa Quon" for
Randy Grauer, General Manager
Community Services Department
Dated: "December 23, 2013"

cc: Murray Totland, City Manager



Positive Aging for All



Age-Friendly Saskatoon Initiative: Recommendations

Message from Mayor Atchison

I would like to congratulate the Saskatoon Council on Aging on the completion of Phase 2 and the creation of the *Age-Friendly Saskatoon Initiative: Recommendations* document.

Saskatoon is a an exciting place to live, work and play, rich with economic activity, a multitude of green spaces, strong communities, and a high quality of life. People, young and old, are active and integral members of our neighbourhoods and the city. At the same time, we know that the city is growing and changing. There are more people, more immigrants, more students, and in particular, more older adults. Not only is the older adult population growing faster than ever before, they are culturally, economically, and socially diverse.



Like many other large municipalities in Canada and around the world, the City of Saskatoon is responding to this changing population. The City Council took the step of supporting the Saskatoon Council on Aging's **Age-Friendly Saskatoon Initiative** Phase 1 and Phase 2. Both were consistent with the Saskatoon Speaks visioning process looking at the qualities and values necessary to grow Saskatoon into the city of its future. Both express values and leadership commitments like sustainable economic prosperity, cultural diversity, high quality of life and environmental responsibility.

In keeping with the city's Strategic Plan 2012-2022, the Saskatoon Council on Aging *Age-Friendly Saskatoon Initiative: Recommendations* document represents a significant step towards enhancing the quality of life of older adults in our community. Based on extensive background research and open dialogue with the community, it provides advice and recommendations in key service areas of municipal responsibility: infrastructure, buildings and outdoor spaces, transportation, recreational activities, and support services.

Donald J. Atchison
Mayor, City of Saskatoon

Message from the Honourary Chair

Saskatoon strives to be an inclusive community with a goal of providing a desirable quality of life for all its citizens including an increasing population of older adults. It is estimated that by 2032 people over the age of 65 will make up about one-fifth of our city's rapidly growing population.

Planning is critical for a developing Saskatoon that values older adults. Aware of the need to plan, the Saskatoon Council on Aging (SCOA) adopted the World Health Organization's age-friendly research protocol to consult with older adults, organizations and service agencies to identify programs and services needed to help seniors maintain their health, fitness and social well being.



The *Age-friendly Saskatoon Initiative: Recommendations* report identifies the steps needed to implement recommendations that emerged from this broad consultation. This foundational document will enable organizations, service providers, community groups and governments to better coordinate programs and services for older adults. We look forward to seeing progress on the implementation of the recommended actions arising out of this report.

The Saskatoon Council on Aging is grateful for the financial support and contributions from older adults and the community that enables it to pursue its vision of positive aging for all. It also appreciates the valuable hours of work contributed by its volunteers. You are helping us to be successful in achieving our goals of an inclusive community that is age-friendly for all.

I am proud to be a part of this important effort.

Vera Pezer, Ph.D.
Chancellor Emerita, University of Saskatchewan
Honourary Chair, Age-friendly Saskatoon Initiative



Photo Credit: Tourism Saskatoon

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Acknowledgements

The Saskatoon Council on Aging (SCOA) thanks the participants, volunteers and staff for their input and assistance in the development and implementation of Phase 2 of the **Age-friendly Saskatoon Initiative**. We appreciate the many hours of work provided by the steering committee and working committees in planning the research, analyzing the results and writing the report.

Appreciation is extended to:

Age-friendly Saskatoon Initiative Steering Committee:

- Honourary Chair: Dr. Vera Pezer, Chancellor Emerita, University of Saskatchewan
- Co-chairs: Candace Skrapek and Dr. Murray Scharf
- SCOA Representatives: Muriel Baxter, Mercedes Montgomery and Elliot PausJenssen
- Community Champion: Dr. Hervé Langlois
- Saskatoon Regional Health Authority: Donna Bleakney, Director and David Gibson, former Director, Seniors' Health and Continuing Care
- City of Saskatoon: Lynne Lacroix, Director of Community Development, Community Services Department
- University of Saskatchewan: Dr. Donna Goodridge, Faculty, College of Nursing and Dr. Haizhen Mou, Faculty, School of Public Policy
- Saskatoon Housing Authority: Eleanor Cardoza, Board Member
- Saskatoon Public Library: Gwen Schmidt, Coordinator Outreach Services
- Project Coordinator: Cheryl Loadman

Age-friendly Saskatoon Initiative Working Committees:

Asset Mapping Committee:


Dr. Murray Scharf
Dr. Hervé Langlois
Elliot PausJenssen

Policy and Communication Committee:

Candace Skrapek
Mercedes Montgomery
Eleanor Cardoza
Dr. Haizhen Mou

Age-friendly Saskatoon Initiative Partner Organizations:

- City of Saskatoon
- University of Saskatchewan
- Saskatoon Health Region
- Saskatoon Public Library
- Saskatchewan Abilities Council
- Saskatchewan Seniors Fitness Association
- Services for Seniors
- Saskatoon Housing Authority
- Saskatoon Community Clinic Kokums Group



The Age-friendly Saskatoon Initiative Phase 2 was made possible through funding from the City of Saskatoon, United Way of Saskatoon and Area, the Saskatoon Health Region and the Saskatoon Council on Aging.

Community Consultations: Forum Participants

Affinity Credit Union
Alzheimer Society of Saskatchewan
Avenue Community Centre for Sexual Diversity
Canadian Mental Health Association - Saskatoon
Canadian National Institute for the Blind
Catholic Family Service Saskatoon
City of Saskatoon – City Councillor
City of Saskatoon - Community Development
City of Saskatoon – Planning and Development
City of Saskatoon - Strategic and Business Planning
City of Saskatoon- Community Services
City of Saskatoon -Transportation
Community Legal Assistance Services for Saskatoon
Inner City Inc.
Dakota Dunes Community Development Corporation
Fairfield Seniors Centre
Families Advocating for Care of the Elderly
First Step Program (Field House/City of Saskatoon)
Government Relations
Heart and Stroke Foundation of Saskatchewan
La Fédération des Francophones de Saskatoon
LutherCare Communities
Martensville New Horizon's Centre
MD Ambulance
Member of Parliament - Government
Member of the Legislature – Government
Member of the Legislature - Opposition
Mendel Art Gallery
Mennonite Church of Saskatchewan
Ministry of Health
Ministry of the Economy, Apprenticeship and Workforce
Skills Branch
North Saskatchewan Independent Living Centre
Parkinson Society of Saskatchewan
Parkridge Centre
Persephone Theatre
Prairie Hospice Society Inc.
READ Saskatoon
Saint Thomas More College
Saskatchewan Association for Community Living
Saskatchewan Deaf & Hard of Hearing Services
Saskatchewan Housing Corporation
Saskatchewan Housing Initiative Partnership
Saskatchewan Population Health & Evaluation
Research Unit
Saskatchewan Seniors Mechanism
Saskatchewan Society of Occupational Therapists
Saskatoon and Region Home Builders Association
Saskatoon Anti-Poverty Coalition
Saskatoon Community Clinic
Saskatoon Community Foundation
Saskatoon Council on Aging
Saskatoon Cycles
Saskatoon Health Region - Community Health
Saskatoon Health Region - Geriatric Evaluation & Management
Saskatoon Health Region - In Motion
Saskatoon Health Region - Mental Health & Addiction Services
Saskatoon Health Region - Public Health Services – Older Adult Wellness
Saskatoon Health Region - Seniors' Health and Continuing Care
Saskatoon Health Region: Mental Health & Addictions Services
Saskatoon Hospice Foundation Inc.
Saskatoon Housing Authority
Saskatoon Open Door Society
Saskatoon Police Service
Saskatoon Public Library
Saskatoon Seniors Continued Learning Inc.
Services for Seniors
Sherbrooke Community Centre
SIAST – Nursing Division
St. Andrew's Presbyterian Church
St. George's Seniors Citizen's Club
St. Paul's Hospital
St. Peter and St. Paul Senior Citizen Club
The Arthritis Society of Saskatchewan
The Saskatchewan Voice of People with Disabilities
Tourism Saskatoon
Ukrainian Catholic Eparchy of Saskatoon
United Church
United of Way of Saskatoon and Area
University of Regina School of Social Work
University of Saskatchewan College of Nursing
Volunteer Saskatoon
Warman Seniors Service Drop-In Centre
YWCA

Executive Summary

Older adults are a vibrant and vital part of Saskatoon and surrounding communities. In the next 20 years this population is expected to almost double. A booming older population has much to offer the cultural and economic life of our city. A growing and increasingly urban older adult population will require innovative and proactive policies, strategies and programs to ensure an optimal quality of life for all.

The **Age-friendly Saskatoon Initiative** has applied the research process set out by the World Health Organization Global Age-friendly Cities: A Guide (WHO 2007). The Guide provides a roadmap for addressing the issues of population aging and increasing urbanization through local research and action.

In response to anticipated dramatic demographic changes, the Saskatoon Council on Aging (SCOA) launched the **Age-friendly Saskatoon Initiative** in 2011. The project includes three phases:

- Phase 1: Background research and consultations with Saskatoon's older adults
- Phase 2: Asset mapping, gap analysis and development of recommended actions
- Phase 3: Implementation of recommended actions and development of a comprehensive system to monitor and evaluate progress

Work on Phase 1 was completed in February 2012 and the findings presented in the *Age-friendly Saskatoon Initiative: Findings report*. In a community assessment, participants identified age-friendly features of the community that supported quality of life and independence for older people, aspects of city living that needed improvement and ways to make Saskatoon and environs more age-friendly.

World Health Organization (WHO) eight dimensions shaping age-friendly city living include:

- outdoor spaces and buildings
- transportation
- housing
- social participation
- respect and social inclusion
- civic participation and employment
- communication and information
- community support and health

Using the WHO framework connects SCOA's work to well researched models, to the WHO global age-friendly network and other age-friendly communities



“An age-friendly city encourages active ageing by optimizing opportunities for health, participation and security in order to enhance quality of life as people age. In practical terms, an age-friendly city adapts its structures and services to be accessible to and inclusive of older people with varying needs and capacities.”
WHO 2007

Phase 2 of the initiative involved community asset mapping, gap identification and formulation of recommended actions. The voices of older adults and community stakeholders captured through consultations provided the foundation for the recommended actions.

This Phase 2 report, *Age-friendly Saskatoon Initiative: Recommendations*, calls for new approaches to the way that our community responds to the issues of an aging population. Saskatoon’s older adults must be supported to age with dignity through changing attitudes, policies and practices and sustained by a strong community commitment. The report summarizes consultation findings and presents recommended actions that aim to:

- Prepare all stakeholders for the growing numbers and increasing urbanization of older adults
- Ensure older adults live with dignity and security, with full access to the supports they require within the WHO eight dimensions of an age-friendly city
- Promote aging in place and active, healthy aging
- Develop research on aging that informs policymaking

The *Age-friendly Saskatoon Initiative: Recommendations* report presents recommendations for community change intended to establish Saskatoon as an age-friendly city.

Introduction

What makes a community successful? One important measure is how well it meets the needs of its citizens in all stages of their lives. Is it safe? Affordable? Walkable? Healthy? Inclusive? Accessible? Is it a great place to grow up and grow old? In short, is it “age-friendly?”

The Saskatoon Council on Aging, through its **Age-friendly Saskatoon Initiative**, seeks to enhance and accelerate age-friendly development work in Saskatoon and surrounding communities. Launched in 2011, the project advances an important community dialogue about aging and helps to identify tangible steps to prepare for the huge demographic shift that an aging population presents. It is aimed at establishing Saskatoon as an age-friendly city where older adults can lead healthy independent lives and are active and engaged members of the Saskatoon community. It challenges us all to think differently about the older adult population.

Phase 1 activities focused on a community assessment involving over 500 older adults who shared their lived experience. The data collected provided the empirical research and baseline information that described the contexts, issues, needs and factors promoting or hindering positive aging in an age-friendly community of Saskatoon and surrounding metropolitan region. This phase, completed in 2012, culminated in the release of the summary report *Age-friendly Saskatoon Initiative: Findings*.

Photo Credit: Tourism Saskatoon





Phase 2 began with an age-friendly policy review and the development of a framework based on WHO policy outcomes. Phase 2 activities synthesized the data from Phase 1 and focused on assessing Saskatoon's assets and gaps through research, consultations and dialogue with over 100 Saskatoon and area service providers. The aim of Phase 2 was to develop a plan of concrete recommendations that address the needs of older adults now and in the future. These recommended actions are intended for inclusion in the strategic action plans of key community agencies.

The recommended actions are aimed at creating a community that supports older adults to be active and engaged. Phase 2 addresses the question: how do we create places that truly meet the needs and aspirations of all citizens? Older adults must be part of the processes that directly impact them and the community in which they live. As we prepare for the largest generation of older adults in history, making communities more age-friendly must be a central goal for all.

This report presents an innovative approach to addressing the specific and evolving needs of older adults of Saskatoon and area. It is the product of extensive background research and open dialogue with the community and represents a significant initiative designed to enhance the quality of life of older adults in our community. Above all, the recommendations reflect what we heard in conversations with Saskatoon's older adults and service providers.

Photo Credit: Tourism Saskatoon

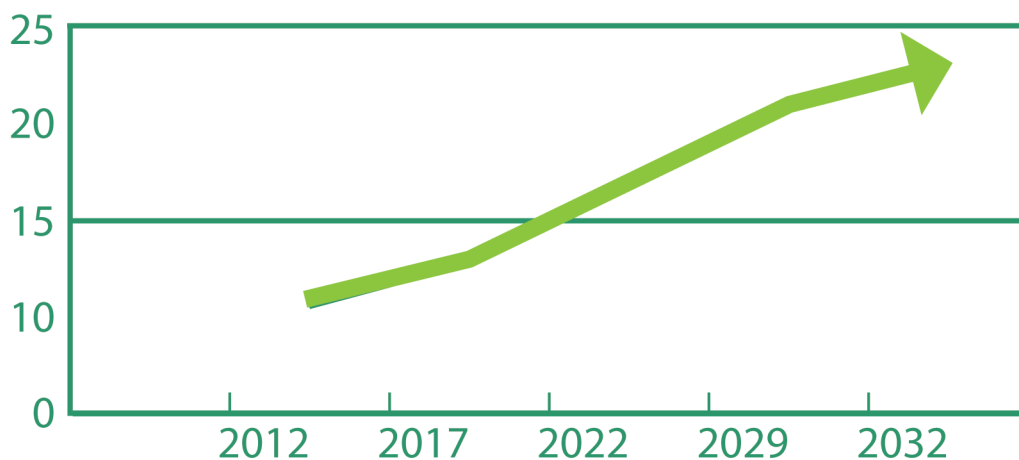


Community Profiles: Older Adults in Saskatoon

What's the urgency?

Saskatoon citizens are living longer and the proportion of older adults in the total population is increasing. The largest population increase in the next thirty years will occur in the over 65 age group. The long anticipated demographic impact of the boomer population, along with a steady rise in life expectancy accounts for the increase. At nearly 13 percent of the total population now, this age group is expected to increase to 20 percent by 2032 based on low growth projection. (See Figure 1)

Figure 1: Projected % of Older Adult Population in Total Population, City of Saskatoon, Low Growth Scenario
Percentage

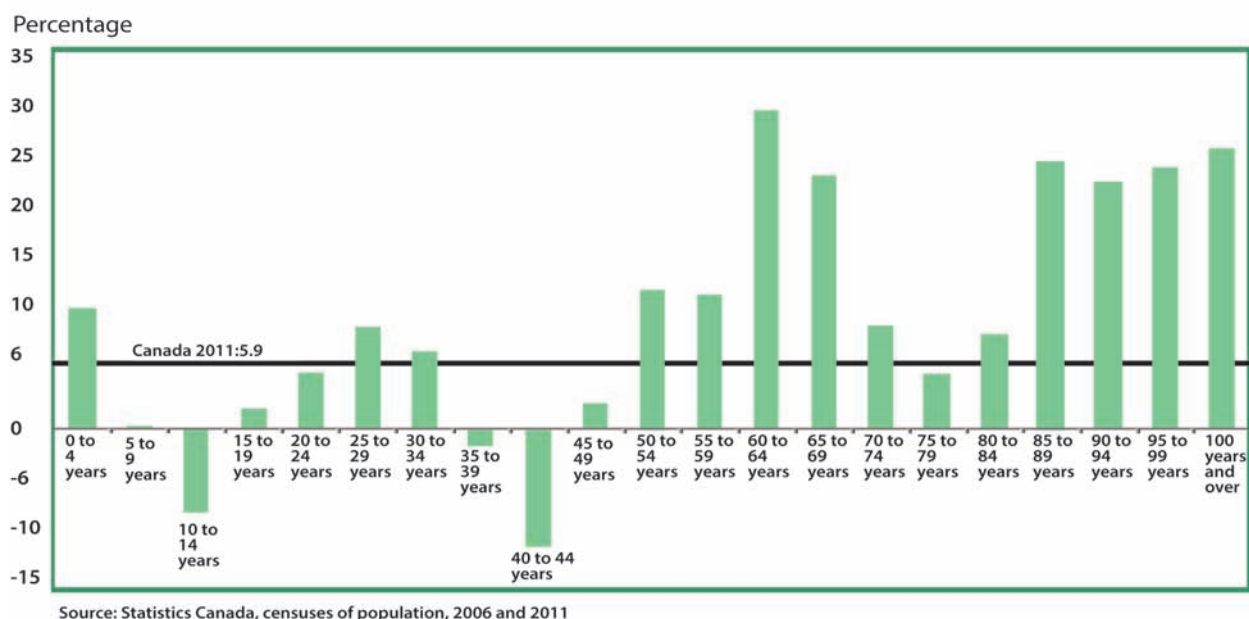


Source: City of Saskatoon and Saskatoon Census Metropolitan Area Population Projection 2012-2032, March 2013

Canada's getting older: the pattern of the future

According to the 2011 Canada Census, the highest growth rate between 2006 and 2011 occurred in the 85 to 100 and over age groups. These trends, along with the impact of the boomer population, will likely continue in the coming decades (See Figure 2).

Figure 2: Growth rate(%) of age groups between 2006 and 2011, Canada



The fast growing 65 and over age group consists of multiple generations that have vastly differing expectations, needs, abilities, experiences, levels of education, health and wealth. This demographic is becoming more diverse due to a growing aboriginal population, increasing immigration and ongoing urbanization. Large numbers of older adults will have a profound and lasting economic and social impact on our community. Existing resources will not meet the needs of this population group.

These demographic trends create an urgency to focus public policy on positive aging strategies and to shift thinking from doing *for* to doing *with* by engaging older adults themselves in future planning.

“The societies that adapt to this changing demographic can reap a sizeable ‘longevity dividend,’ and will have a competitive advantage over those that do not.”

Dr. Margaret Chan, Director-General of the World Health Organization

Community Engagement: The Process

The Saskatoon Council on Aging launched the **Age-friendly Saskatoon Initiative** in 2011 to address the absence of a provincial or municipal population aging strategy. Older adult voices have not been heard nor have they been directly engaged in the development of policies or programs to address their needs and concerns.

The **Age-friendly Saskatoon Initiative** began the process to implement the age-friendly cities model developed by the World Health Organization (WHO). The aims were to:

- Promote civic engagement and volunteerism among Saskatoon's older adults
- Gather baseline information to define and describe the contexts, issues, needs and factors promoting or hindering positive aging in an age-friendly community for Saskatoon and environs
- Provide a common foundational planning document for community-based organizations, seniors' groups, and governments to support the development and coordination of their policies, programs and services directed toward older adults

Research Process

The research process in all phases of the **Age-friendly Saskatoon Initiative** incorporates the research protocol of the WHO Age-friendly Cities Project Methodology: the Vancouver Protocol (2007) which involves both participatory and qualitative research. This research method provides a road map for addressing the issues of population aging and increasing urbanization through local research and action.

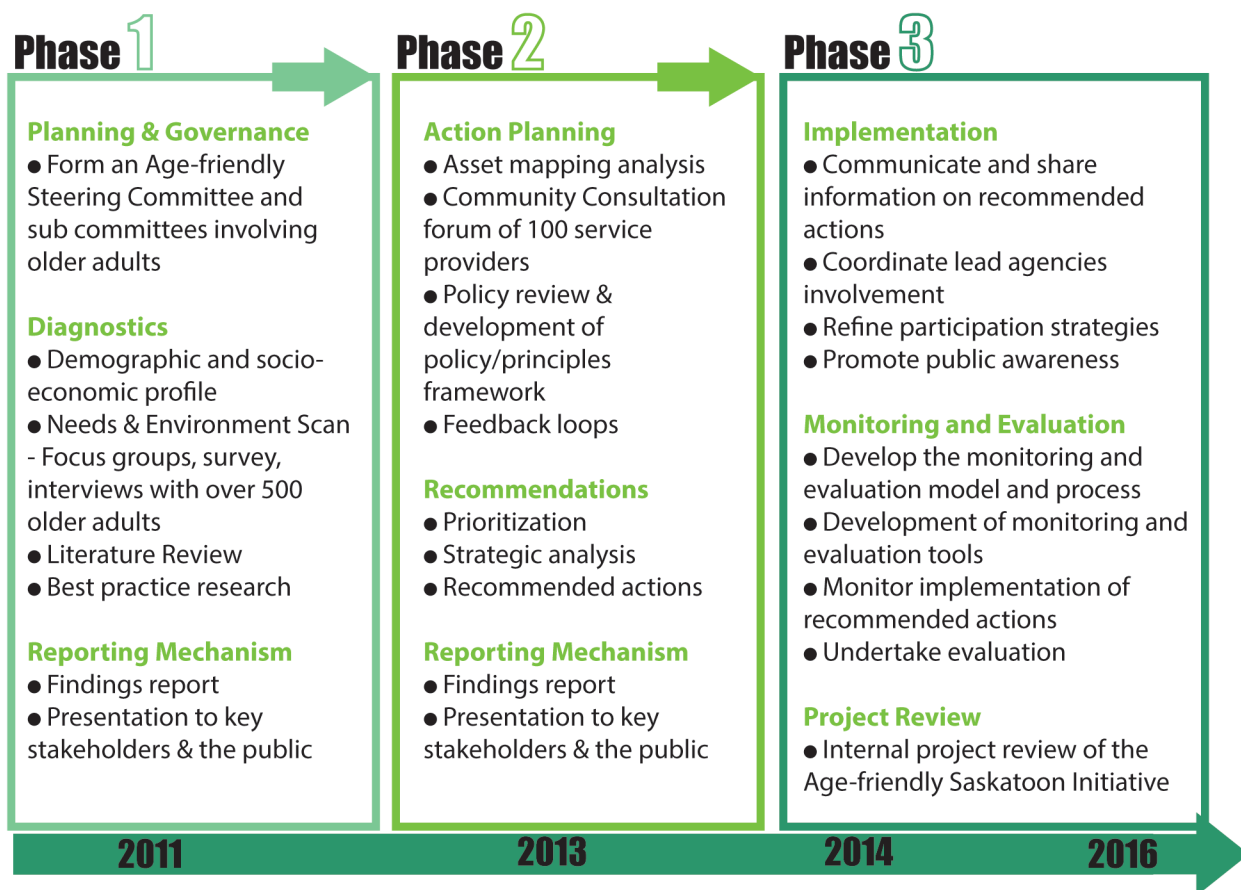
The Phases of the Age-friendly Saskatoon Initiative

Phase 1 of this multi-phased initiative involved focus groups, surveys and interviews with more than 500 older adults, caregivers and service providers. The information and findings highlighted their experiences with respect to growing older in Saskatoon and their ideas and suggestions for making Saskatoon more age-friendly.

The Phase 1 Report *Age-Friendly Saskatoon Initiative: Findings* and its accompanying technical report highlighted many findings including that Saskatoon is a great place to live if you have family and community support, financial security, your own transportation, and are healthy and physically able; and winter presents particular challenges for older adults.

Phase 1 Participants

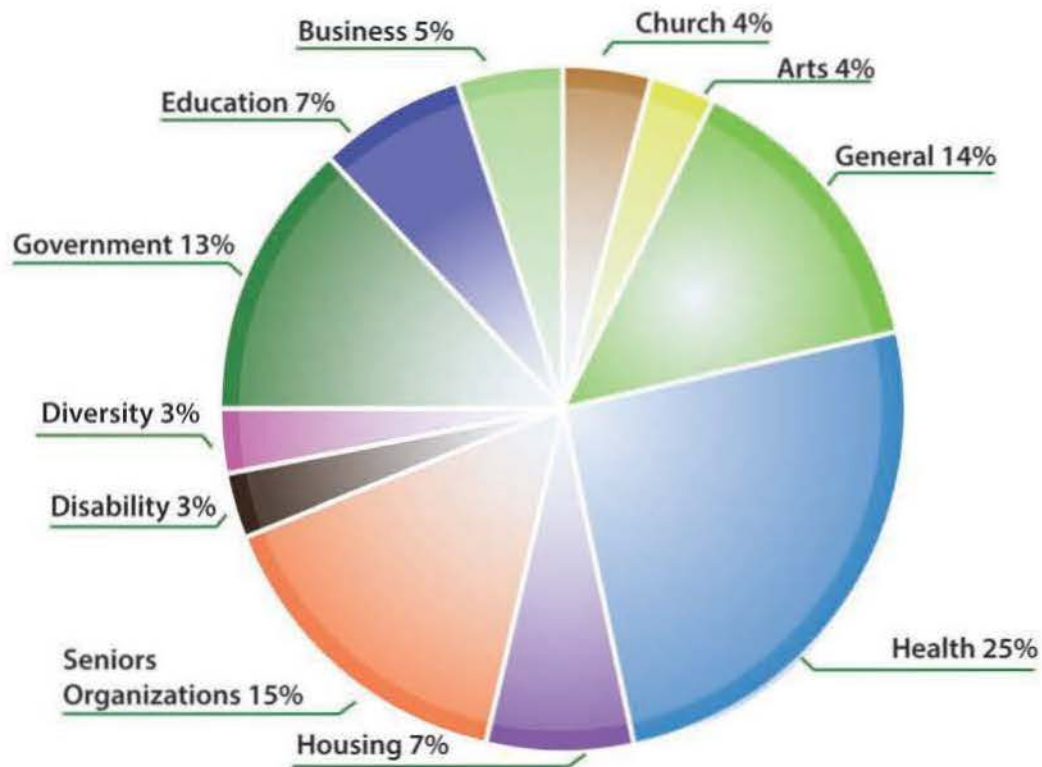
- Older adults in most neighbourhoods of Saskatoon and the surrounding rural areas
- Formal and informal caregivers
- Older adults with a variety of health and mobility challenges
- Various income levels in the population
- Aboriginal and immigrant communities
- Business community
- Community-based organizations and public agencies serving seniors



Phase 2 of the **Age-friendly Saskatoon Initiative** began in January 2013. The key activities included:

1. Interviews with **Age-friendly Saskatoon Initiative** partner organizations and other key community stakeholders providing service to older adults in Saskatoon to uncover the existing strengths and attributes already in existence.
2. A community consultation forum in April 2013 involving over 100 representatives of community organizations and further consultations with another 30 organizations.
3. Development of an inventory of community assets and gap identification.
4. Validation of findings from the community consultation forum participants.
5. Synthesis of data collected from Phase 1 and Phase 2 consultations.
6. Development of a planning document with recommendations for action to be provided to key stakeholders for inclusion in their strategic action plans.

Phase 2 Community Consultation Forum Participants



A broad range of stakeholders were included in the community consultation forum. An additional 30 organizations provided feedback and input during the subsequent validation of findings process.

Photo Credit: Tourism Saskatoon



Key dimensions of an Age-Friendly City: Community Assessment and Recommendations

This section of the report is a summary description of the information gathered on each dimension through research and consultation with older adults in Phase 1 and with service providers in Phase 2.

- **What We Heard - Key Assets** – an inventory of the key community assets in Saskatoon as described to us by older adults and by service providers.
- **What We Heard – Gaps** – an account of the gaps and challenges that older adults and service providers identify as significant to them and that create barriers to Saskatoon being considered an age-friendly city.
- **Recommended Actions** – summarized recommended actions based on comments and ideas put forward by older adults and service providers.
- **Suggested Lead Agency** – an agency that could be responsible for implementation of the recommended action. This is not an inclusive list but rather serves as the starting point in the identification of ownership for a recommended action.

Full details of the information gathered in each dimension are provided in the *Age-friendly Saskatoon Initiative: Recommendations - Technical Report*.

#1 Outdoor Spaces And Buildings

Well planned, accessible and welcoming outdoor spaces and buildings encourage active aging and aging in place and allow participation of all ages in Saskatoon's community life. Pleasant, clean environments and green spaces contribute to the age-friendliness of the city. Adequate seating areas, age-friendly pavements, walkways and bicycle paths, safe pedestrian crossings, secure spaces, accessible buildings and public washrooms enable independence, community involvement, physical activity, socialization, environmental stimulation and an overall sense of a healthy, age-friendly community.

What We Heard - Key Assets

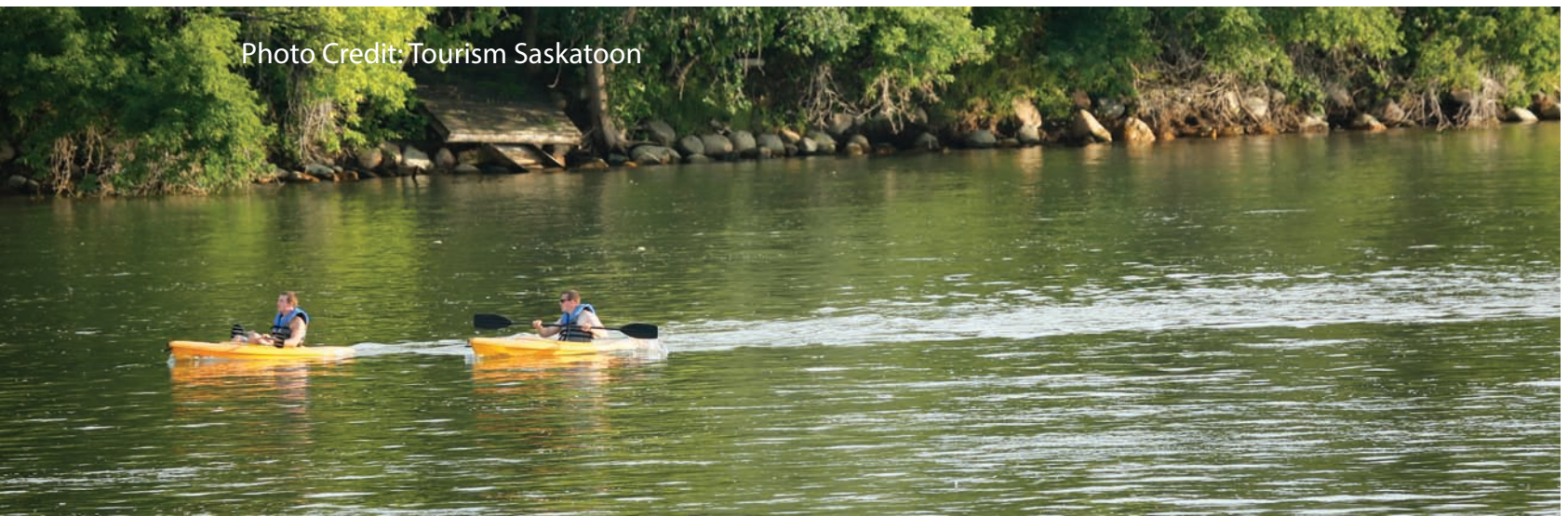
Participants identify Saskatoon as a green and clean city that generally offers a good quality of life. Character neighbourhoods and a well-developed park system including the Meewasin trail and many parks and community gardens exist. The City of Saskatoon is working to design and improve streets, sidewalks and outdoor areas, and to increase accessibility to public buildings. Safety and security is a priority for the Saskatoon Police Service and the Saskatoon Fire and Protective Service. Citizens have access to a range of events, summer and winter, and a strong helping community.

What We Heard - Gaps

Views on outdoor spaces and buildings are influenced by mobility, accessibility, location and weather. Older adults experience accessibility challenges in many outdoor spaces and buildings. These vary by season and area of the city. Winter, of course, presents many challenges for young and old alike. Many participants identify the need for agencies such as the City of Saskatoon, businesses and the Saskatoon Health Region to understand and adopt age-friendly planning and design principles.



Photo Credit: Tourism Saskatoon



#1 Outdoor Spaces And Buildings

	Recommended Actions	Suggested Lead Agency
Outdoor Spaces	<p>Assess needs and develop appropriate actions to ensure existing and planned outdoor spaces and buildings are age-friendly.</p> <p>Engage older adults in planning processes.</p>	<ul style="list-style-type: none"> • City of Saskatoon
Public Safety	<p>Implement mandatory age-friendly education for police, firefighters and other emergency responders.</p> <p>Develop and deliver public awareness workshops for older adults about access to emergency services and emergency preparedness.</p>	<ul style="list-style-type: none"> • City of Saskatoon
Services in the Community	<p>Incorporate an age-friendly policy lens in the development and delivery of current and future community policies, programs and services.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Community Based Organizations • Business Groups • Saskatoon Health Region
Buildings	<p>Create initiatives for builders, planners and designers to educate them about the design needs of older adults that support aging in place.</p> <p>Implement a “universal design” standard to be applied to all new public and private buildings.</p> <p>Assess needs and develop appropriate actions to ensure existing buildings are age-friendly.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Sask. Housing Corporation • Builders and Developers • Saskatoon Health Region
Other	<p>Promote and support creation of age-friendly initiatives in rural communities</p>	<ul style="list-style-type: none"> • Government of Saskatchewan • SARM

#2 Transportation

Transportation, including walking, biking, driving and public and private transport, is a key factor influencing active aging. It is an aspect of community life that impacts many other areas. Ease of mobility enables independence and well being by allowing older adults to participate fully in day to day activities. The importance of available, affordable and accessible transportation options increases during winter months.

What We Heard - Key Assets

Saskatoon's transit system includes fixed route bus service, Access Transit and taxi services. The City of Saskatoon is actively managing its transit system to respond to the needs of a growing population and increasing numbers of older adults. A well developed network of walking paths, bike routes and roadways exists. The Saskatchewan Transportation Company (STC) provides a province wide bus service. Other groups such as supportive living facilities provide specialized transportation services.

What We Heard - Gaps

Views on public transportation are influenced by health, location and level of income. Participants identify challenges including affordability, safety, availability of bus service, ice and snow barriers, lack of age-friendly customer service and challenges in qualifying for and obtaining Access Transit. Others note a variety of parking issues and the poor condition of streets and sidewalks. Rural participants report increasing isolation due to diminishing bus routes. As well, they lack familiarity with city transit routes. Both urban and rural participants indicate that information on transportation options is hard to find.



“Transportation is so important to our well-being. I sometimes feel trapped at home because I have no way of getting to where I want to go.”

Focus Group Participant

#2 Transportation

	Recommended Actions	Suggested Lead Agency
Public Transit	Assess needs and develop policies and actions to provide age-friendly public transportation services including: discount bus passes for seniors, free access for attendants, talking buses, electronic signage, buses with lifts, and snow and ice management at stops.	<ul style="list-style-type: none"> City of Saskatoon
Specialized Transit	<p>Review service standards, current and future system demand, client needs and eligibility criteria.</p> <p>Increase funding for Access Transit expansion.</p>	<ul style="list-style-type: none"> City of Saskatoon
Other transportation	<p>Research new, innovative and cost-effective transportation options.</p> <p>Implement an active transportation plan for the City of Saskatoon.</p> <p>Implement best practices in taxi driver licensure to ensure appropriate age-friendly training and service standards.</p> <p>Develop innovative community-based transportation options such as shuttle services and volunteer drivers</p>	<ul style="list-style-type: none"> City of Saskatoon Taxi Companies Community Based Orgs. Community Associations
Parking	<p>Identify parking options for older adults such as passes, handicap zones and age-friendly meters.</p> <p>Implement alternative parking options at health care facilities to reduce barriers to access.</p>	<ul style="list-style-type: none"> City of Saskatoon Saskatoon Health Region
Rural Transportation	Create an age-friendly transportation advisory committee for STC to examine rural bus services.	<ul style="list-style-type: none"> Saskatchewan Transportation Company
Other	<p>Expand programs and education to support older drivers</p> <p>Increase road safety reviews and maintenance to eliminate driving hazards</p>	<ul style="list-style-type: none"> SGI City of Saskatoon

#3 Housing

Safe and affordable housing is essential to the health, security, independence and quality of life of older adults. Universal design of new buildings and the ability to modify and maintain existing homes are key approaches that promote aging in place and enable older adults to reside in an appropriate place for their circumstances. Innovative housing options, adequate levels of home support, and maintenance and repair programs are essential ways of supporting older adults to be independent for as long as possible.

What We Heard - Key Assets

Saskatoon has solid, well-built houses across the city. A variety of housing options and programs are available to older adults. For example, the Saskatoon Housing Authority has a large inventory of well-maintained social and affordable housing. The City of Saskatoon has implemented a housing business plan with the goal of increasing housing stock at all levels and the Government of Saskatchewan has implemented the Saskatchewan Housing Strategy. Public and private agencies provide services to older adults in their homes.

What We Heard - Gaps

Housing is an issue of great interest to Saskatoon's older adult community. The vast majority want to stay in their own homes for as long as possible. Many older adults are concerned about the affordability, accessibility and quality of service that may be required for ongoing home maintenance and possible home modifications to accommodate declining physical abilities. Fewer rental properties and escalating rent are reducing access to affordable and adequate housing. Saskatoon's oldest adults and those living on low income or with disabilities or without family support face additional barriers to securing adequate housing.

Older adults support more creative housing options and have significant interest in developing age-friendly personal and community living spaces. Therefore, innovative community planning must include a range of integrated housing alternatives, such as single-family dwellings, social and affordable housing, supportive living options, private care homes and long-term care facilities.

“When my circumstances changed, my house became inaccessible and I had no choice but to move.”

Focus Group Participant



#3 Housing

	Recommended Actions	Suggested Lead Agency
Housing Options	<p>Work across sectors to develop universally accessible and economically sustainable housing options.</p> <p>Develop programs and services that enable older adults to age in place in order to remain in their own homes and their communities.</p> <p>Collaborate to support development of a sufficient supply of social and affordable housing options for those with highest need.</p> <p>Engage older adults in the planning and development of housing options.</p> <p>Ensure housing legislation and regulations safeguard older adults.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Government of Saskatchewan • SHIP • Private Sector Developers and Builders • Saskatoon Health Region
Essential Services, Maintenance and Modification	<p>Review existing programs and establish and adequately fund new programs that enable older adults to age in place.</p> <p>Develop innovative volunteer or community based models to support independence.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Government of Saskatchewan • Community Based Organizations
Design	<p>Build community understanding and support for universal design concepts and encourage planners, architects, developers and builders to adopt universal building practices.</p> <p>Increase use of age-friendly, barrier free building design.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Government of Saskatchewan • SHIP

#4 Social Participation

Social participation benefits people of all ages and is a key component of an age-friendly community. Activities such as volunteering, participating in sports, recreational and cultural activities are forms of social participation.

Engaging in social and community activities maintains older adults' connections to other people and the community, reduces isolation and improves quality of life. A positive and active approach to aging recognizes that older adults are valuable members of society who contribute a diversity of skills, knowledge and experience within families and communities. Individual, environmental, financial, health and social factors determine whether older adults engage socially.

What We Heard - Key Assets

Saskatoon is a hub of activity year round for every age. Major assets include well-developed civic and neighbourhood centres and networks, the Saskatoon public library system, numerous festivals and outdoor events, a large faith community and many ethnic and cultural groups. Volunteer opportunities are available for older adults. The City of Saskatoon is beginning to adopt age-friendly considerations in designing social and recreational activities.



What We Heard - Gaps

Social participation is influenced by event availability, awareness, affordability and accessibility. Events held at inconvenient times or locations present access barriers for older adults. The challenges include parking and transportation issues, especially in winter. Programs specifically for older adults are limited and often oversubscribed. Minority groups do not always feel included in existing programming. Older adult only facilities can hinder broader community social integration. Rural participants report feelings of isolation due to the limited range of programs and services and their ability to access activities in their communities.

“I am so busy now . . . events, volunteering, swimming.”
Focus Group Participant

#4 Social Participation

	Recommended Actions	Suggested Lead Agency
Variety and Accessibility of Events/Activities	<p>Increase opportunities and accessibility for older adults to a wider variety of activities and events.</p> <p>Create a public discussion to determine demand and explore barriers to older adult participation.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Saskatoon Council on Aging • Community Based Organizations
Promotion and awareness of activities	<p>Create and implement enhanced communication channels to address lack of accessible information.</p>	<ul style="list-style-type: none"> • Saskatoon Council on Aging • City of Saskatoon • Media outlets • Saskatoon Public Library
Affordability	<p>Explore affordability options for low income older adults.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Saskatoon Council on Aging
Addressing isolation	<p>Raise community awareness of older adult isolation.</p> <p>Create and support programs that reduce isolation.</p>	<ul style="list-style-type: none"> • Saskatoon Council on Aging • Community Based Organizations • Saskatoon Public Library
Fostering community integration	<p>Increase civic programs and services that focus on integration of older adults into the community.</p> <p>Support the recognition of older adults' contributions to the community.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Saskatoon Council on Aging • Community Based Organizations
Other	<p>Undertake research to identify programs and services that increase social participation of older adults in rural areas.</p>	<ul style="list-style-type: none"> • Rural Municipalities • Educational Institutions

#5 Respect and Social Inclusion

A commitment to respect and social inclusion of older adults is a measure of a society's support for the quality of life and social well being of all of its citizens. A society where older adults are accepted and valued, their differences respected and their involvement recognized, encourages full and meaningful participation. It enables people of all ages to make valuable contributions to their families, neighbourhoods and city.

What We Heard - Key Assets

Saskatoon is a diverse society bearing a wealth of experiences drawn from multi-generations, heritages and ethnic backgrounds. Overall, older adults are respected and celebrated. They are viewed in a positive light and their lives and histories are honoured. Organizations such as the Western Development Museum, the Saskatoon Council on Aging and the Saskatoon Public Library are working to share stories and to increase older adult inclusion in the community. Older adults are welcomed as volunteers and leaders in the community.

What We Heard - Gaps

Individual views on social inclusion and respect are affected largely by age and mobility. Age matters; younger, able older adults felt respected, while older, less able older adults experienced greater levels of stereotyping and discrimination. Ageism, identified by many older adults as the greatest barrier to social inclusion, is prevalent. Society values youth and youthfulness and devalues older adults and aging. Lack of respect is evident in many service areas, particularly health care and transportation services. The business community is slow to understand older adult consumers and their needs. Media representation reflects negative views of aging and older adults.



“It is easy to participate if you have the money, health and transportation.”

Focus Group Participant

#5 Respect and Social Inclusion

	Recommended Actions	Suggested Lead Agency
Respect and inclusion	Implement campaigns and programs that counter ageist attitudes and beliefs, and raise awareness of the contributions that older adults make in the community.	<ul style="list-style-type: none"> • City of Saskatoon • Government of Saskatchewan • Saskatchewan Human Rights Commission
Public Images of aging	Research best practices on including older adults in community life and to create a culture of inclusion and appreciation.	<ul style="list-style-type: none"> • Saskatoon Council on Aging • Saskatoon Health Region
Public Education and Awareness	<p>Research and develop an education campaign delivered through a range of mechanisms promoting images of positive aging and intergenerational interactions.</p> <p>Curriculum development and training to counter ageism for health care and service providers.</p> <p>Inclusion of training on ageism in K-12 curriculums</p>	<ul style="list-style-type: none"> • City of Saskatoon • Government of Saskatchewan • Saskatoon Council on Aging • Educational Institutions
Economic Inclusion	Create better tools for lower income older adults to access information and the programs and services available to assist them.	<ul style="list-style-type: none"> • Government of Saskatchewan • Saskatoon Council on Aging • Saskatoon Public Library • City of Saskatoon
Other	Improve awareness of the challenges facing rural older adults, and programs, supports and projects that can increase their social inclusion both locally and in urban life.	<ul style="list-style-type: none"> • Government of Saskatchewan

#6 Civic Participation and Employment

Saskatchewan's older adults are living longer, healthier lives. They have various educational backgrounds and financial realities. An age-friendly community removes barriers and creates opportunities that support older adults to share their extensive range of skills and experience through better employment options and volunteer activities. The civic participation of older adults in community affairs needs to be encouraged and supported.

What We Heard - Key Assets

Saskatoon has a wealth of highly skilled, knowledgeable and capable older adults who have much to offer the community. United Way's Volunteer Saskatoon connects community based organizations with older adult volunteers. At the same time, in Saskatchewan's job rich economy there is a range of employment opportunities. The Government of Saskatchewan supports SaskJobs.ca, an extensive online job search tool. Mandatory retirement has been abolished in Saskatchewan and human rights legislation prevents discrimination on the basis of age. Many employers and employee organizations support flexible workplace options that enable participation by older workers.

What We Heard - Gaps

Many older adults feel they are not valued in both work or volunteer environments due to ageism and the emphasis on youth. This is particularly evident when older adults choose to remain in the workforce longer, seek new employment opportunities or volunteer for leadership positions in community organizations. Few programs focus on retraining older adults for reemployment or on assisting employers to retain older adults in the workplace.



“Many older adults could be great mentors for young people entering the work force.”

Focus Group Participant

#6 Civic Participation and Employment

	Recommended Actions	Suggested Lead Agency
Volunteering	<p>Enhance existing programs/services that specifically connect older adults to volunteer opportunities. Encourage volunteer organizations to provide training to support older adults volunteering.</p> <p>Promote older adult volunteering through public education and awareness.</p>	<ul style="list-style-type: none"> • Volunteer Saskatoon • Saskatoon Council on Aging • Government of Saskatchewan • City of Saskatoon
Employment	<p>Help older adults (re) connect to the workforce through a strategic effort that:</p> <ul style="list-style-type: none"> • Promotes/provides low cost (re) training and educational opportunities for older adult workers • Assists employers understand needs and the impact of workplace policies on older adult workers • Raises awareness of the benefits of hiring older adults • Assesses labour market needs to fully connect older adult workers • Reviews government policies that impact older adult workers remaining in the labor market or in reconnecting to the workforce • Supports older adult entrepreneurship <p>Develop resources that support a multigenerational workforce and age-friendly work environments.</p>	<ul style="list-style-type: none"> • Government of Saskatchewan • Business Associations • Educational Institutions • Saskatoon Health Region
Training	<p>Support lifelong learning through enhanced training and educational opportunities for older adults.</p>	<ul style="list-style-type: none"> • Government of Saskatchewan • Community Based Orgs. • Educational Institutions • Business Associations

#7 Communication and Information

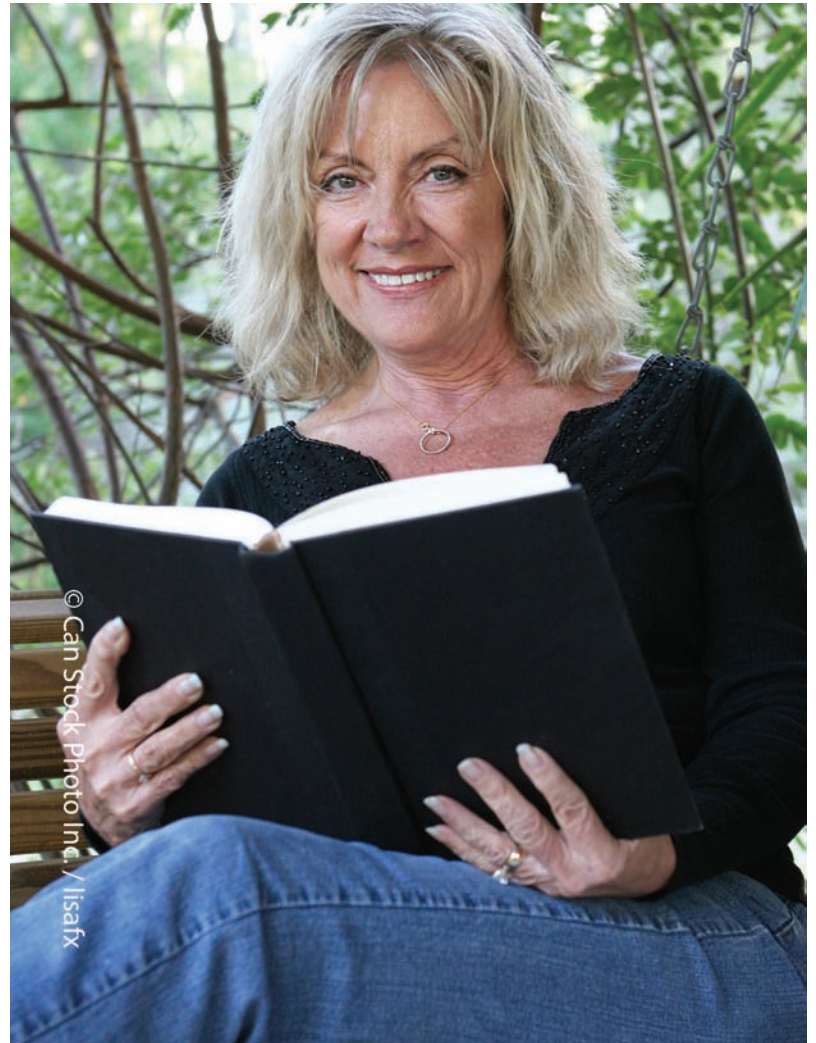
Relevant information and effective communication support older adults and enable them to stay connected to their community. Effective communication is accessible, timely and two-way. It incorporates best practice communication skills with individuals who have physical, cognitive and other communication needs. Accessing information is a key determinant of active aging and is critical to the overall health and well being of older adults.

What We Heard - Key Assets

A variety of information sources are presently available. The Saskatoon Council on Aging, for example, operates a Resource Centre that is accessible in person, by phone or online. The Saskatoon Council on Aging also produces an extensive Directory of Services for Older Adults. The City of Saskatoon, the Saskatoon Public Library and the Saskatoon Health Region produce information in various accessible formats and languages. Other community based organizations provide an extensive range of supports to older adults in the community. Information can be obtained through a variety of media options.

What We Heard - Gaps

Access to information and communication is a theme that crosses all age-friendly dimensions. Participants noted there is no one-stop location that provides comprehensive and coordinated access to information on programs and services for older adults. Many feel that lack of information increases their sense of isolation, prevents access to services and affects their ability to live independently. Various methods of communication such as large print, user-friendly web pages and easy access to assistance are important for everyone. Many service providers fail to use age-friendly communication methods.



#7 Communication and Information

	Recommended Actions	Suggested Lead Agency
Information	<p>Develop a well-coordinated and comprehensive information system relevant to older adults.</p> <p>Develop innovative strategies to disseminate information about programs and services for older adults.</p> <p>Ensure existing “211” and related services are age-friendly.</p>	<ul style="list-style-type: none"> • Government of Saskatchewan • Saskatoon Council on Aging • Media outlets • City of Saskatoon • United Way
Communication Methods	<p>Develop and adopt best practices and an age-friendly lens for communicating with a diverse older adult population.</p> <p>Promote age-friendly training to public and private sector organizations involved in providing information and communicating with older adults.</p>	<ul style="list-style-type: none"> • Saskatoon Council on Aging • Government of Saskatchewan • City of Saskatoon • Business Associations • Saskatoon Health Region • Saskatoon Council on Aging
Computers and the Internet	<p>Develop and facilitate the use of current and emerging technology to enhance access to information.</p> <p>Increase access to computers and internet services for older adults</p>	<ul style="list-style-type: none"> • Saskatoon Public Library • Saskatoon Council on Aging

Photo Credit: Tourism Saskatoon

#8 Community Support and Health Services

Key to an age-friendly city is a strong network and a variety of good quality, affordable health programs and social services. Essential components include effective health promotion and disease prevention programs, acute care services, home care support, long term care and specialized care that enhance the health, well being and independence of older adults. Community supports include a wide range of public, private and community based groups that enhance an older adult's ability to stay independent and secure.

What We Heard - Key Assets

Saskatoon has a well developed health care delivery system and community support network, including programs and services specifically addressing the needs of older adults. Publicly funded, privately owned and community based agencies and organizations provide a diverse range of specialized community based services distributed throughout the city. A number of innovative community organizations, such as the Saskatoon Community Clinic, the Saskatoon Council on Aging Older Adult Abuse Task Force and Student Wellness Initiative Toward Community Health (SWITCH), are available.

What We Heard – Gaps

While older adults report being generally satisfied with the level and quality of the services available in Saskatoon, concerns are noted in three key areas:

- access to geriatric and mental health services
- access to long term care and home care
- access to information

Many identify the need to increase resources in each of these areas as a means to improving older adults' quality of life and independence. Necessary services not covered by the publicly funded health system create barriers to access. Older adults are looking to the Government of Saskatchewan to support aging in place as a key policy direction that provides for a wide-range of health, housing and other community based services.

“Older people provide care for children, grandchildren, sick people and other family members in the household.”

Focus Group participant



#8 Community Support and Health Services

	Recommended Actions	Suggested Lead Agency
Service Accessibility	<p>Expand the current mental health, geriatric, palliative care and hospice programs within the Saskatoon Health Region.</p> <p>Review and enhance housing options that support health, quality of life and aging in place.</p> <p>Utilize an age-friendly policy framework when reviewing and implementing health and community service delivery.</p> <p>Research, develop and implement innovative interdisciplinary strategies and collaborative partnerships with community based organizations for the provision of services for older adults.</p>	<ul style="list-style-type: none"> • Saskatoon Health Region • Government of Saskatchewan • Saskatoon Council on Aging • Educational Institutions • Saskatoon Health Region
Range of Services	<p>Implement educational opportunities for health professionals in specific therapies where there is an identified need.</p> <p>Include an age-friendly focus in health program curricula.</p>	<ul style="list-style-type: none"> • Saskatoon Health Region • Government of Saskatchewan • Educational Institutions • Professional Associations
Volunteer Support	<p>Strengthen the capacity of community based organizations focused on meeting the needs of older adults.</p> <p>Build capacity of volunteer services to support older adults in the community.</p>	<ul style="list-style-type: none"> • United Way • Saskatoon Council on Aging • Saskatoon Health Region
Emergency Planning and Care	<p>Develop age-friendly Saskatoon police and fire and protective services.</p>	<ul style="list-style-type: none"> • City of Saskatoon • Saskatoon Health Region

The Way Forward

Phase 1 and Phase 2 of the **Age-friendly Saskatoon Initiative** provided the basis for establishing the recommended actions, conditions and resources to support and enable the growing population of older adults in Saskatoon to age positively in an age-friendly community. Assets and gaps in community resources identified in Phase 2 have given rise to recommended actions that are directed to various stakeholder groups for implementation. Inclusion of the recommended actions within the strategic action plans of governments, business groups, health organizations and other community agencies serves as a road map for policy and program planning through an age-friendly lens.

“We want to be actively involved in the Saskatoon community”

Phase 3 begins with the suggested lead agencies implementing the recommended actions proposed in Phase 2. The Saskatoon Council on Aging (SCOA) will develop an accountability plan in consultation with community stakeholders. This is a monitoring and evaluation process designed to assess whether recommended actions are meeting the intended outcomes and are creating an age-friendly Saskatoon. Phase 3 continues to support a vision of enhanced quality of life for young and old alike in our community.

“We want to know what is going on and where to get help when we need it”

Photo Credit: Tourism Saskatoon





© Can Stock Photo Inc. / diego_cervo

Phase 3 Activities:

1. Implementation

- Communicate and share information from *Age-friendly Saskatoon Initiative: Recommendations* report
- Coordinate lead agencies' involvement. Where ownership does not rest solely in one agency, SCOA's role is to coordinate and facilitate discussions to develop and implement recommended actions
- Promote public awareness. SCOA will continue to build and strengthen community support and understanding of age-friendly concepts and recommended actions through linkages between community partners, the media and other education and awareness strategies

“We want to stay in our homes and neighbourhoods with the right supports to be able to do so.”

2. Monitoring and Evaluation

In partnership with community stakeholders:

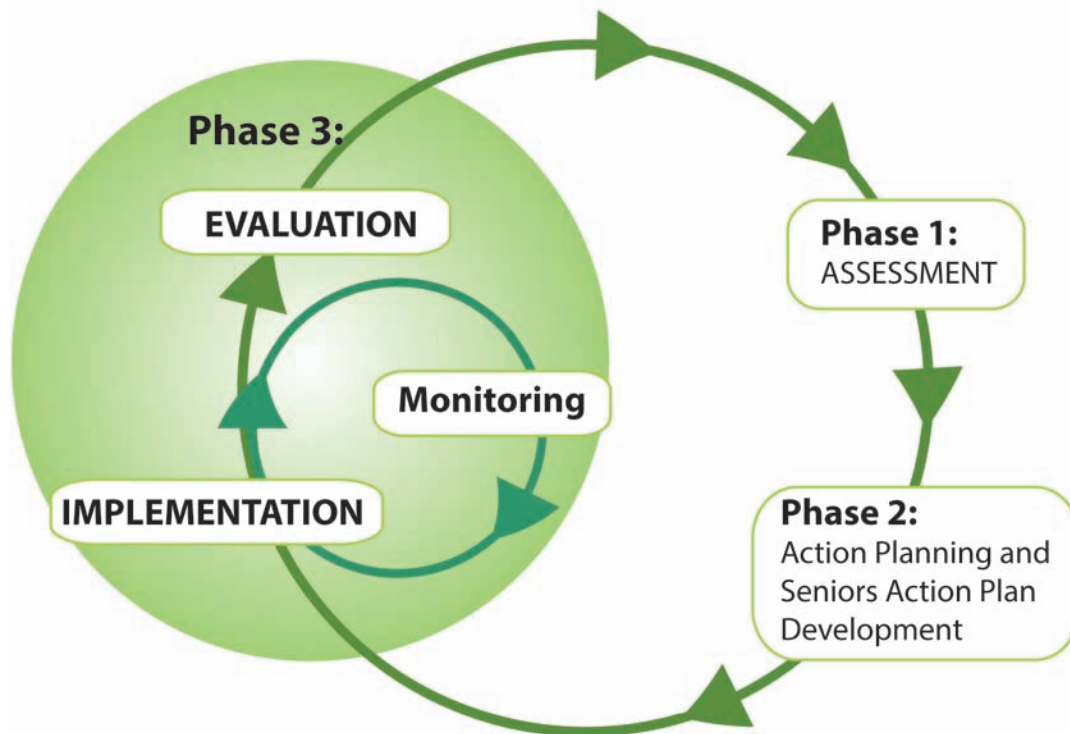
- Develop the monitoring and evaluation models, processes and tools
- Monitor and evaluate implementation of Phase 2 recommended actions

“We want to be respected and recognized for our contributions”

3. Project Review

SCOA will engage in an internal project review/evaluation of the **Age-friendly Saskatoon Initiative**.

Age-friendly Saskatoon: Development Cycle



The *Age-friendly Saskatoon Initiative: Recommendations* report aims to raise awareness about the urgency of population aging and more specifically about the experience of growing old in Saskatoon. It recommends moving forward to incorporate recommended actions into lead agency strategic plans.

An age-friendly community responds to the opportunities and challenges of an aging population by creating physical and social environments that support independent and active living and enable older people to continue contributing to all aspects of community life. Aging well benefits the whole community by ensuring everyone has the opportunity to be active, engaged and healthy for as long as possible. Working toward age-friendly communities is a sound economic investment and good public policy.

In an age-friendly community, there is a culture of inclusion shared by persons of all ages and ability levels. Policies, services and structures related to the physical and social environment are designed to support and enable older people to “age actively”, that is to live in security, enjoy good health and continue to participate fully in society.”

WHO 2007

Key References

Saskatoon Council on Aging. (2013) *Age-friendly Saskatoon Initiative: Recommendations - Technical Report*

City of Saskatoon. (2013) *City of Saskatoon & Saskatoon Census Metropolitan Area Population Projection 2012-2032*

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Public Health Agency of Canada. (nd). *Age-Friendly Rural and Remote Communities: A Guide*.

Statistics Canada. (2011) *Topic based tabulations: Saskatchewan*

Statistics Canada. (2011) *Census Profile: Saskatoon*

World Health Organization. (2007) *Global Age-Friendly Cities: A guide*

World Health Organization. (2007) *Checklist of Essential Features of Age-friendly Cities*

World Health Organization. (2007) *WHO Age-Friendly Cities Project Methodology: Vancouver Protocol*

Statistics Canada. (2006) *A Portrait of seniors in Canada*

World Health Organization. (2004) *Ageing and Health Technical Report: A Glossary of Terms for Community Health Care and Services for Older Persons*



Glossary

Definitions have been taken from the World Health Organization Glossary and other reference documents. In some instances, glossary terms have been adapted to Saskatoon's experience.

Accessibility: Removal of the barriers to entering and receiving services or working within any health care setting.

Active Aging: the process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age.

Affordable Housing: Housing of a reasonable quality that people on modest incomes can afford.

Ageism: The negative stereotyping or discrimination of people on the basis of age.

Age-friendly city:

- Recognizes the wide range of capacities and resources among older persons
- Anticipates and responds flexibly to aging-related needs and preferences of seniors
- Respects the decisions and lifestyle choices of older adults
- Supports older adults who are most vulnerable
- Promotes the participation of older adults, and encouraging their contributions community in his or her current home or an appropriate level of housing.

Aging in place: Meeting the desire and ability of people, through the provision of appropriate services and assistance, to remain living relatively independently in the community in his or her current home or an appropriate level of housing. Aging in place is designed to prevent or delay more traumatic moves to a dependent facility, such as a nursing home.

“Boomer” Population: A portion of the population that was born between 1947 and 1966.

(The) city: Pertains to the overall city, including municipal government, businesses, organizations, events etc.

City of Saskatoon: The municipal government of Saskatoon.



Glossary

Community: Includes where you live, work, play (may be broader than a geographical neighbourhood).

Intergenerational: A program, initiative, or activity in which older adults and children and/or youth explore their commonalities and differences, creating mutual understanding and strengthening community.

Positive aging: An approach which recognizes that growing older is a part of living; recognizes the interdependence of generations; recognizes that everyone has a responsibility to be fair in their demands on other generations; fosters a positive attitude throughout life to growing older; eliminates age as a reason to exclude any person from participating fully in community life; promotes a commitment to activities which enhance well being and health, choice and independence, and quality of life for all ages; encourages communities to value and listen to older people and cater for the diverse preferences, motivations, characteristics and circumstances of older persons in a variety of ways.

Housing stock: The total number of dwelling units in an area and in some cases, information on type, size and age of properties whether they are rented or owned.

Independent living: Living at home without the need for continuous help and with a degree of self determination or control over one's activities.

Lead Agency: The organization that plays an initiating/facilitating role in guiding the process to pursue the goal/action.

Older adult: Refers to people aged 55 years and beyond.

Stakeholder: Any individual or organization that has an interest in the delivery of services to older adults.

Universal design: An orientation to any design process that starts with a responsibility to the experience of the user. It is a framework for the design of places, things, information, communication, and policy to be usable by the widest range of people operating in the widest range of situations without special or separate design.



Age-friendly Saskatoon Initiative: Recommendations

A full technical report is available on the **SCOA web site**.

www.scoa.ca

For more information, contact the **SCOA** office:

2020 College Drive, Saskatoon SK, Canada

PH (306) 652-2255 FAX (306)652-7525

email: admin@scoa.ca



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TO: Secretary, Planning and Operations Committee
FROM: General Manager, Transportation & Utilities Department
DATE: December 9, 2013
SUBJECT: Servicing Agreement
Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon
Stonebridge Neighbourhood
Subdivision No. 40/13
FILE NO: CK. 4131-27 X CK. 4300-013-040 and IS 4111-32

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

- 1) that the Servicing Agreement with Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon, for a portion of the Stonebridge Neighbourhood to cover Parcels AA and CC, in Section 11, Township 36, Range 5, West of the 3rd meridian, be approved; and
- 2) that His Worship the Mayor and the City Clerk be authorized to execute the Agreement under the corporate seal.

TOPIC AND PURPOSE

This report is to obtain City Council approval to enter into a Servicing Agreement to assign responsibility for the construction and payment of various servicing items for institutional property in the Stonebridge Neighbourhood.

REPORT HIGHLIGHTS

1. The Administration is recommending that the Servicing Agreement with Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon (Attachment 1) be entered into to cover the development of Parcels AA and CC, in Section 11, Township 36, Range 5, West of the 3rd meridian.

STRATEGIC GOAL

The recommendations in this report support the City of Saskatoon Strategic Goal Sustainable Growth as the development area is within a concept plan which was previously approved and supports current density targets.

BACKGROUND

The Stonebridge neighbourhood concept plan was approved previously by City Council. When a developer within the neighbourhood requests a subdivision, the City necessitates that a servicing agreement be entered into as a condition of the subdivision.

REPORT

The Administration is recommending that an agreement be entered into with Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon to cover the development of Parcels AA and CC, in Section 11, Township 36, Range 5, West of the 3rd meridian, subject to the following, which includes both standard and non-standard clauses which are necessary due to the unique nature of the development, and have been agreed upon by the developer:

A. Standard Items:

1. That the prepaid service rates be such rates as the Council of the City of Saskatoon may have in general force and effect for the 2013 season.

B. Non-Standard Items:

1. The City is constructing the direct services for the Developer and the Developer is paying their proportionate share of the cost.

OPTIONS TO THE RECOMMENDATION

The Planning and Development Act, 2007 states that a municipality may require that an applicant requesting subdivision enter into a servicing agreement that allows for the inclusion and implementation of terms and conditions. No other option other than approval without conditions or denial is available.

PUBLIC AND/OR STATEHOLDER INVOLVEMENT

Public meetings were held at the time the concept plan for the neighbourhood was undertaken.

COMMUNICATION PLAN

A communication plan was prepared and presented to City Council previously for the entire neighbourhood. Specific detour plans, including notification of residents within the area, have been undertaken and the entire neighbourhood of Stonebridge has received a letter and a map outlining future development plans for 2014.

DUE DATE FOR FOLLOW-UP AND /OR PROJECT COMPLETION

The project is expected to be completed in 2014.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPACT

There are no privacy implications.

POLICY IMPLICATIONS

There are no policy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

All issues concerning CPTED were addressed during the approval of the original concept plan.

FINANCIAL IMPACT

The funding for any construction that is the responsibility of the City of Saskatoon is self-supporting and approved in the Prepaid Capital Budget.

PUBLIC NOTICE

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

ATTACHMENT

1. Servicing Agreement.

Written by: Daryl Schmidt, Land Development Manager, Construction and Design

Reviewed by: Chris Hallam, Director of Construction and Design

Approved by: “Jeff Jorgenson”
 Jeff Jorgenson, General Manager
 Transportation & Utilities Department
 Dated: “December 19, 2013”

Servicing Agreement

The effective date of this Agreement is _____, 2013.

Between:

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

- and -

Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon, a Saskatchewan corporation, carrying on business in the City of Saskatoon, in the Province of Saskatchewan (the "Developer")

Whereas the Developer has made application to the City for approval of a Plan of Subdivision, a copy of which is attached to this Agreement and marked as Schedule "A" (the "Plan");

Whereas the City requires as a condition of approval of the Plan that the Developer enter into an Agreement with the City respecting the installation and construction of certain services and other matters referred to in this Agreement; and

Whereas the City deems it advisable that the Development Area be developed as provided in this Agreement, and that the Developer and the City provide the facilities as set out in this Agreement.

Now therefore the City and the Developer agree as follows:

Part I Introduction

Plan of Proposed Subdivision

1. The Plan showing the proposed subdivision of Parcel A, Registered Plan No. FO5667, Parcels C and D, Registered Plan No. 64-S-04601 and part of Melville Street in Section 11, Township 36, Range 5, West of the Third Meridian located in

the City of Saskatoon, in the Province of Saskatchewan, in the Dominion of Canada, attached to this Agreement as Schedule "A" is made part of this Agreement.

Definitions and Term

2. (1) Throughout this Agreement:
 - (a) "Development Area" means all that portion of the lands outlined in red on the Plan, consisting of approximately 337 metres of commercial/institutional frontage and 3.81 hectares of parcel land, which, subject to regulatory approval, has been approved for development; and
 - (b) "Manager" means the General Manager of the City's Infrastructure Services Department.
- (2) The term of this Agreement shall be two years commencing on the effective date and ending on the day two years from the effective date (the "Term").

Part II Off-Site Servicing

City Off-Site Servicing

3. Upon the execution of this Agreement the City shall within a reasonable time, and in coordination with the City's various stages of service construction, cause the Development Area to be improved and benefited by the supply, placement, installation, construction, use and enjoyment of the following services:
 - (a) Trunk Sewer Service;
 - (b) Primary Water Main Service;
 - (c) Arterial Road Service;
 - (d) Interchange Service;
 - (e) Street Signing and Traffic Controls Service;
 - (f) Parks and Recreation Service;
 - (g) Street Lighting Service;

- (h) Planning Service;
- (i) Inspection Service;
- (j) Fencing Service;
- (k) Buffer Strip Service;
- (l) Prepaid Extended Maintenance Service;
- (m) Lift Station Service;
- (n) Community Centre;
- (o) Lift Station & Forcemain Construction Service;
- (p) Highway No. 11 Interchange Service;
- (q) Storm Lift Station Maintenance Service; and
- (r) Servicing Agreement Service.

The City warrants that all such services shall be of a size and capacity sufficient to satisfy the servicing requirements of any and all permitted uses to be situated within the Development Area.

Levies Payable by the Developer

- 4. (1) In consideration of the City providing the various services upon and in relation to the Development Area as specified in Section 3, the Developer shall pay to the City the following fees, levies and other charges calculated in accordance with and at the rates described in Schedule "B":
 - (a) Trunk Sewer Levy;
 - (b) Primary Water Main Levy;
 - (c) Arterial Road Levy;
 - (d) Interchange Levy;
 - (e) Street Signing and Traffic Controls Levy;

- (f) Parks and Recreation Levy;
- (g) Street Lighting Charge;
- (h) Planning Levy;
- (i) Inspection Levy;
- (j) Fencing Charge;
- (k) Buffer Strip Charge;
- (l) Prepaid Extended Maintenance Charge;
- (m) Lift Station Levy;
- (n) Community Centre Levy;
- (o) Lift Station & Forcemain Construction Charge;
- (p) Highway No. 11 Interchange Charge;
- (q) Storm Lift Station Maintenance Charge; and
- (r) Servicing Agreement Fee.

(collectively the "Development Charges").

- (2) The Developer shall pay to the City the Development Charges as follows:
 - (a) within 21 calendar days after the execution of this Agreement, the Developer shall pay to the City 25% of all the Development Charges with the balance of the Development Charges being due and payable in three equal installments upon February 28, 2014, June 30, 2014, and October 31, 2014; and
 - (b) the Developer acknowledges that the Development Charges will be subject to such rates as the Council of The City of Saskatoon has established and has in general force and effect for the 2013 construction season.

Cost Sharing of Services

5. (1) The Developer acknowledges that the City will undertake the construction of various services as set out below that will benefit the Development Area.
- (2) The Developer and the City mutually acknowledge that within the Development Area undeveloped right-of-ways noted in blue on the plan exist that are beneficial and integral to the development area. The responsibilities of both the Developer and the City for these right-of-ways are covered within this section.
- (3) The City agrees to cause the undeveloped right-of-ways to be improved with the following municipal services:
 - (a) Watermains;
 - (b) Sanitary Sewer Mains;
 - (c) Storm Sewer Mains;
 - (d) Sidewalks and Curbing; and
 - (e) Street Cutting and Roadway Construction.
- (4) The Developer agrees to pay its assigned percentage share of the total cost of these services. For clarity, such percentage of total cost shall exclude land acquisition costs and interest. The percentage of total cost shall include labour, materials, supplies and detouring costs as well as 10% of the total cost for design and construction engineering costs. Upon completion of the services set out in this Subsection, the City will prepare and deliver to the Developer an invoice for payment of the Developer’s proportionate share of the work, as evidenced by a certificate issued by a professional engineer. The invoice shall be paid by the Developer within 30 days of its receipt. The percentage of the total cost for the services owing for each roadway include:

	<u>Hunter Road</u>	<u>Preston Avenue</u>
a) Watermains:	81.368%	46.040%
b) Sanitary Sewermain:	-	96.01%
c) Storm Sewermain:	42.168%	46.040%
d) Sidewalks & Curbing:	40.901%	46.040%

e) Street Cutting & Roadways: 40.901% 46.040%

- (5) Should any of the services as set out in this Section not be complete at the expiration of the Term, this Section shall survive the Term until the completion of the services, receipt of payment for same and the end of any applicable warranty period.

Payment Dates and Interest

6. (1) All of the Development Charges and other fees, levies and charges payable by the Developer to the City pursuant to this Agreement shall be due and payable upon the various dates specified in this Agreement.
- (2) Should any amount or invoice not be paid at the times or within the period so specified, interest shall be payable at Royal Bank of Canada prime rate plus one and one-half (1½ %) percent per annum on all such overdue amounts. In addition to any other remedy which may be available to the City, should any amount invoiced to the Developer not be paid within the times specified, the City shall upon seven (7) days written notice to the Developer have the right to immediately stop construction until such amount or invoice has been paid.

Retroactive Charges

7. The Developer acknowledges that this Agreement is retroactive in effect and all Development Charges and other levies, fees or charges provided for in this Agreement shall specifically apply to any lands developed or services provided before the execution of this Agreement.

Letter of Credit

8. Upon the execution of this Agreement, the Developer shall deposit with the City Clerk, a Letter of Credit in a form acceptable to the City Solicitor, from a chartered bank carrying on business in the Province of Saskatchewan. The Letter of Credit shall be calculated in the amount of \$1,016.00 per front metre, being the sum of \$1,475,238.00 including an estimate for the cost of services in Subsection 5(2), and shall secure the Developer's performance of the provisions of this Agreement. The Letter of Credit shall be irrevocable during the currency of this Agreement, but may be reduced from time to time in proportion to the amount of construction and Development Charges paid. The Developer shall keep the Letter of Credit current until completion of all construction of services provided for in this Agreement and until the full payment of all Development Charges and all other levies, fees and charges have been received by the City.

Shallow Buried Utilities

9. (1) The City agrees to make all necessary arrangements for the installation of street lighting facilities on streets within the Development Area in accordance with the City's standard specification for commercial development. Any deviation required by the Developer may result in additional charges.
- (2) The Developer shall have the responsibility to consult with the Saskatchewan Power Corporation, Saskatchewan Energy Corporation, the Saskatchewan Telecommunications Corporation and the Electric System Branch of the City of Saskatoon as to the timing and construction of utilities within the Development Area.

Maintenance in Accordance with *The Cities Act*

10. All services and other facilities supplied, placed, installed and constructed by the City pursuant to the provisions of this Agreement shall be maintained in keeping with the provisions of *The Cities Act*.

City's Indemnification

11. The City will indemnify and save harmless the Developer with respect to any action commenced against the Developer as a result of any act or omission of the City upon or in relation to the City's obligations set out in this Agreement, including the acts or

omissions of its officers, employees, servants or agents, or anyone for whom the City is responsible at law.

Part III Development Area Servicing

Developer Warranties

12. The Developer shall put up such barricades, lights or other protection for persons and property as will adequately protect the public or any person in the neighbourhood and maintain same during the course of construction, and, upon the request of the Manager or the Saskatoon Police Service, shall improve or change same.

Developer Covenants

13. In relation to the development and servicing of the Development Area, the Developer agrees:
 - (a)
 - (i) to provide all utility, construction and service easements which may be required, at no cost to the City or any other utility agency or service, and to comply with the terms of any easement agreement entered into by the Developer with respect to such easements provided that such easements shall not materially adversely affect the development of the Development Area;
 - (ii) to provide and register a utility easement plan if required by the Manager; and
 - (iii) to provide for a covenant in all sale, ground lease or transfer agreements within the Development Area to the effect that the grades set on any such easements shall not be altered without the prior approval of the Manager, whose approval will not be unreasonably withheld;
 - (b) to indemnify and save harmless the City with respect to any action commenced against the City as a result of any act or omission of the Developer in relation to the Developer's obligations set out in this Agreement, including the acts or omissions of its officers, employees,

servants or agents, or anyone for whom the Developer is at law responsible;

- (c) that all work carried out by the Developer shall be designed and the works supervised by a qualified firm of consulting engineers retained by the Developer. Plans and specifications of design must be approved by the Manager acting reasonably, and all design and work carried out must conform to the current City of Saskatoon specifications as to material and construction practices for such services;
- (d) that the Developer shall obtain all approvals required by Saskatchewan Environment and Resource Management and the Saskatchewan Water Corporation, together with any other consent or approvals which may be required by law, copies of all such approvals shall be provided to the Manager;
- (e) to supply the City with proof of adequate commercial general liability insurance which includes a non-owned vehicle endorsement and vehicle liability insurance, minimum coverage to be as follows:

Commercial General Liability Insurance which includes a non-owned vehicle endorsement:

\$5,000,000.00 for each occurrence

Vehicle Liability Insurance:

\$5,000,000.00 for each occurrence

which coverage shall be maintained throughout the Term of this Agreement;

- (f) to cost share with other Developers within the Stonebridge neighbourhood upon subdivision based on benefiting frontage and overall percentage of ownership for the following services:
 - (i) the cost of all roadways adjacent to neighbourhood parks, linear parks and designated school sites;
 - (ii) benefiting water and sewer oversizing improvements; and

- (iii) the cost of all enhancements within the core area of the neighbourhood.

Changes in City Services

- 14. In the event that the Developer requires changes in City services, other than those contemplated in this Agreement, same shall be provided at the expense of the Developer. Changes requested by the Developer shall be in writing addressed to the Manager.

Part IV General

Approval for Installation of Services

- 15. The City shall consider all applications for approval made by the Developer as are required respecting the development and servicing of the Development Area by the Developer. All approvals resulting from the applications shall be issued in the normal course and under usual conditions and in accordance with the City's standard specifications respecting the class of works in question.

Expeditious Construction

- 16. All works required to be performed by this Agreement shall be carried out as expeditiously as time and construction conditions permit.

Assignment

- 17. During the Term of this Agreement, the Developer shall not assign this Agreement without the prior express written consent of the City being first obtained, such consent shall not be unreasonably withheld or delayed by the City.

Dispute Resolution

- 18. In the case of any dispute between the City and the Developer arising out of the performance of this Agreement, or afterwards as to any matter contained in this Agreement, either party shall be entitled to give to the other notice of such dispute and demand arbitration thereof. Such notice and demand being given, each party

shall at once appoint an arbitrator and these shall jointly select a third. The decision of any two of the three arbitrators shall be final and binding upon the parties, who covenant that their dispute shall be so decided by arbitration alone, and not by recourse to any court or action of law. If the two arbitrators appointed by the parties do not agree upon a third, or a party who has been notified of a dispute fails to appoint an arbitrator, then the third arbitrator and/or the arbitrator to represent the party in default shall be appointed by a Judge of the Court of Queen's Bench at the Judicial Centre of Saskatoon. *The Arbitration Act, 1992* of the Province of Saskatchewan shall apply to any arbitration hereunder, and the costs of arbitration shall be apportioned equally between the parties hereto.

Applicable Law

19. The laws of the Province of Saskatchewan shall apply and bind the parties in any and all questions pertaining to this Agreement.

Force and Effect

20. This Agreement shall remain in full force and effect until such time as both the City and the Developer have fully completed their respective obligations hereunder, and, for greater certainty, until such time as all Development Charges, fees, levies and other charges payable by the Developer to the City pursuant to the terms of this Agreement have been paid.

Agreement Runs With the Land

21. The Developer acknowledges and agrees that this Agreement runs with the land, and binds it, and subject to Section 17, its successors and permitted assigns; and, further, agrees that the City may elect, at its sole option, to register an Interest based on this Agreement against the property subject to this Agreement in the Land Titles Registry for Saskatchewan charging all those lands comprising the Development Area with the performance of this Agreement.

Notices

22. (1) Any notice or consent (including any invoice, statement, request or other communication) required or permitted to be given by any party to this Agreement to the other party shall be in writing and shall be delivered or sent by registered mail (except during a postal disruption or threatened postal disruption) or facsimile transmission, email or other electronic communication to the applicable address set forth below:

- (a) in the case of the City to:

The City of Saskatoon
c/o Office of the City Clerk
222 3rd Avenue North
Saskatoon, SK S7K 0J5
Attention: General Manager, Infrastructure Services Department
Facsimile: (306) 975-2784

- (b) in the case of Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon to:

Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon
c/o Meridian Developments
100 – 450 2nd Avenue North
Saskatoon, SK S7K 2C3
Attention: Karl Miller
Facsimile: (306) 933-4121

- (2) Any notice delivered personally shall be deemed to have been validly and effectively given and received on the date of such delivery provided same is on a business day (Monday to Friday, other than a statutory holiday).
- (3) Any notice sent by registered mail shall be deemed to have been validly and effectively given and received on the fifth business day following the date of mailing.
- (4) Any notice sent by facsimile or email or other electronic communication shall be deemed to have been validly and effectively given and received on the business day next following the date on which it was sent (with confirmation of transmittal received).
- (5) Either party to this Agreement may, from time to time by notice given to the other party, change its address for service under this Agreement.

Entire Agreement

23. This Agreement constitutes the complete and exclusive statement of the Agreement between the parties, which supersedes all proposals, oral or written, and all other communications or representations between the parties, relating to the subject matter of this Agreement.

Illegality

24. If one or more of the phrases, sentences, clauses or articles contained in this Agreement is declared invalid by a final and unappealable order or decree of any court of competent jurisdiction, this Agreement shall be construed as if such phrase, sentence, clause or paragraph had not been inserted in this Agreement.

Amendment

25. This Agreement may be changed only by written amendment signed and sealed by authorized representatives of the parties.

Headings

26. The headings contained in this Agreement are inserted for convenience of reference only and are not to be considered when interpreting this Agreement.

Covenants

27. Each obligation of the City or of the Developer in this Agreement, even though not expressed as a covenant, is considered to be a covenant for all purposes.

Time of Essence

28. Time shall be of the essence of this Agreement and every part of this Agreement.

Further Assurances

29. The Developer and the City shall, at their own expense, promptly execute such further documentation to give effect to this Agreement as the Developer and the City, as the case may be, may reasonably require from time to time.

Approval of Plan of Subdivision

30. Upon execution of this Agreement by both parties, the City acknowledges that the condition that the Developer enter into a development and servicing agreement with The City of Saskatoon of Subdivision Application 40/13 has been met by the Developer.

In Witness Whereof the parties hereto have hereunto affixed their corporate seals, duly attested by the hands of their proper officers in that behalf, as of the day and year first above written.

The City of Saskatoon

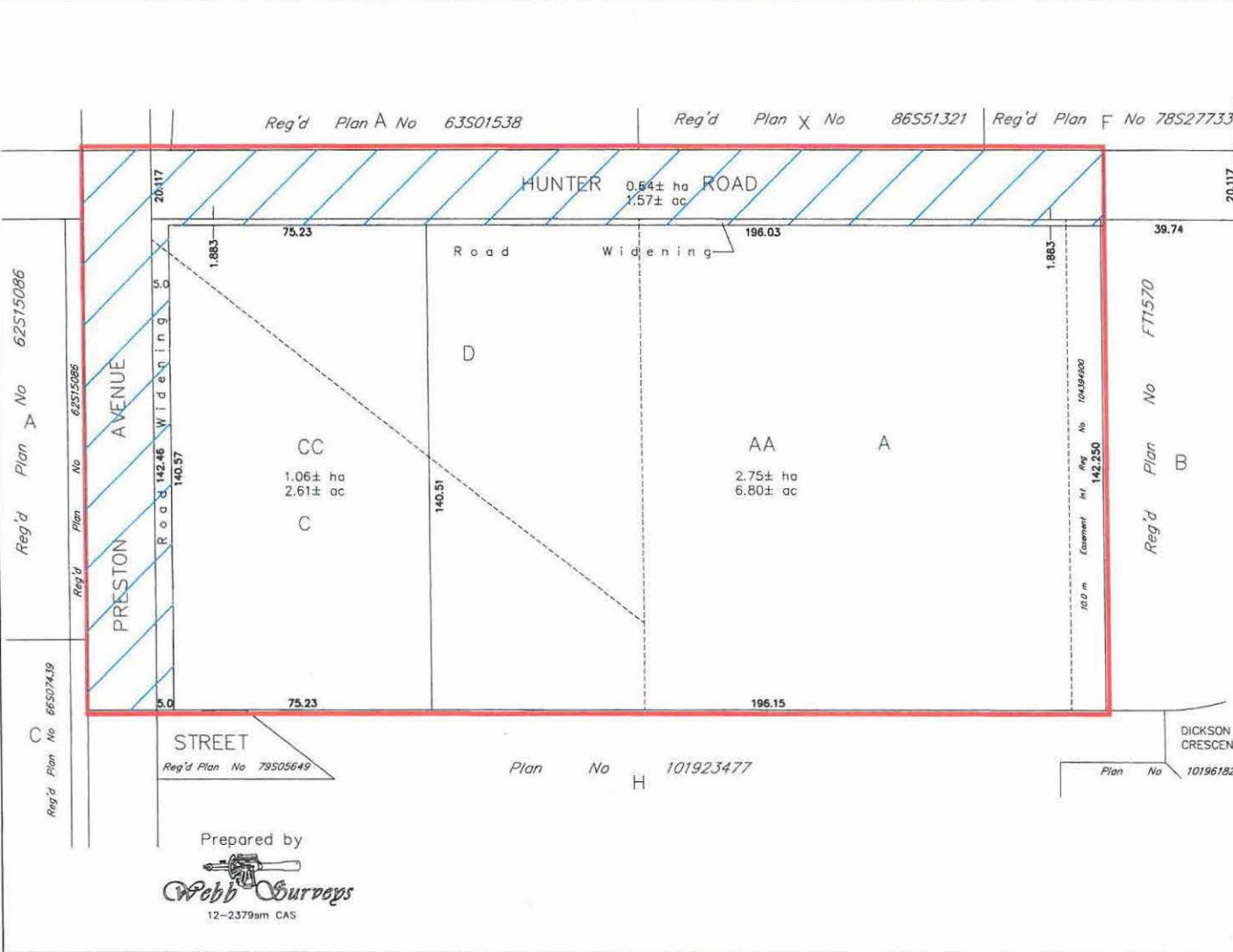
Mayor

c/s

City Clerk

Lutheran Sunset Presidio Holdings Inc. and Home of Saskatoon

c/s



PLAN OF PROPOSED SUBDIVISION OF PARCEL A, REG'D PLAN NO F05667, PARCELS C & D, REG'D PLAN NO 64S04601 & PART OF MELVILLE STREET NW 1/4 SEC 11-TWP 36-RGE. 5 - W. 3rd MER. SASKATOON, SASKATCHEWAN BY T.R. WEBB, S.L.S. SCALE 1:1500

Dimensions shown are in metres and decimals thereof. Portion of this plan to be subdivided is outlined in red with a bold, dashed line and contains 4.57± ac (11.29± ac), which includes 0.76± ha (1.87± ac) for road and road widening. **Melville Street will be re-named Hunter Road.** Distances are approximate and may vary by ±1 metres.

T.R. Webb, September, 2013
Saskatchewan Land Surveyor Seal

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

Date
Community Services Department

SCHEDULE 'A'

Prepared by

12-2379sm CAS

Plan No H 101923477

DICKSON CRESCENT
Plan No 101961828

Schedule "B"

Fees, Levies and Other Charges Applicable to the Development Area

The charges payable by the Developer to the City pursuant to Section 4 hereof shall be calculated in accordance with the rates as the Council of The City of Saskatoon has established and are in general force and effect for the 2013 construction season as follows:

- (a) Trunk Sewer Levy \$760.65 per front metre
- (b) Primary Water Main Levy..... \$143.50 per front metre
- (c) Arterial Road Levy..... \$496.50 per front metre
- (d) Interchange Levy \$183.30 per front metre
- (e) Street Signing and Traffic Controls Levy..... \$ 16.25 per front metre
- (f) Parks and Recreation Levy..... \$353.10 per front metre
- (g) Street Lighting Charge \$ 84.05 per front metre
- (h) Planning Levy..... \$ 15.15 per front metre
- (i) Inspection Levy \$ 18.65 per front metre
- (j) Fencing Charge..... \$11.75 per front metre
- (k) Buffer Strip Charge \$ 39.50 per front metre
- (l) Prepaid Extended Maintenance Charge..... \$ 17.25 per front metre
- (m) Lift Station Levy..... \$88.25 per front metre
- (n) Community Centre Levy..... \$107.75 per front metre
- (o) Lift Station & Forcemain Construction Charge \$74.38 per front metre
- (p) Highway No. 11 Interchange Charge..... \$264.15 per front metre
- (q) Storm Lift Station Maintenance Charge \$47.93 per front metre
- (r) Servicing Agreement Fee..... \$2,330.00 per agreement

The Trunk Sewer Levy, Primary Watermain Levy, Lift Station Levy, Arterial Road Levy, Interchange Levy, Parks and Recreation Levy and Community Centre Levy will be calculated at an area rate of 169 equivalent front metres per hectare. Area rate: 169 X \$2,133.05 = \$360,485.45 per hectare.

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 30, 2013
SUBJECT: Request for Funding – Innovative Housing Incentives –
119 Avenue S South – Habitat for Humanity Saskatoon Inc.
FILE NO.: CK 750-4 and PL 951-123

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

- 1) that funding of 10 percent of the total capital cost for the construction of a four-unit dwelling to be located at 119 Avenue S South by Habitat for Humanity Saskatoon Inc., estimated at \$60,000, be approved; and
- 2) that the City Solicitor be requested to prepare the necessary funding agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

TOPIC AND PURPOSE

The purpose of this report is to recommend providing funding for a 10 percent capital grant towards the construction of a four-unit dwelling, to be built by Habitat for Humanity Saskatoon Inc. (Habitat for Humanity), at 119 Avenue S South.

REPORT HIGHLIGHTS

1. Habitat for Humanity is planning to build four affordable housing units in partnership with students from the Prairie Spirit School Division.
2. The Administration is recommending a 10 percent capital grant from the City of Saskatoon (City) estimated to be \$60,000.
3. The project has received a funding commitment from the Saskatchewan Housing Corporation.

STRATEGIC GOAL

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

BACKGROUND

During its December 10, 2012 meeting, City Council approved the re-zoning of the site at 119 Avenue S South to RM1 to allow Habitat for Humanity to build four units on this site in the Pleasant Hill neighbourhood.

During its June 24, 2013 meeting, City Council approved the 2013-2022 Housing Business Plan, which included a number of provisions to support the creation of

additional units across the attainable housing spectrum over the next ten years. The plan included a new point system for projects that are eligible for capital grants under Innovative Housing Incentives Policy No. C09-002. Projects can earn a grant of up to 10 percent of the capital costs through an evaluation matrix, based on the priorities of the Housing Business Plan.

At 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. The budget included funding of \$878,000 in capital grants under the Innovative Housing Incentives Policy No. C09-002 to support a target of 35 to 50 new affordable rental or transitional housing units.

REPORT

An application for financial assistance under Innovative Housing Incentives Policy No. C09-002 was received from Habitat for Humanity by the Planning and Development Division on October 29, 2013.

Habitat for Humanity is Building Four Homes with the Assistance of Students

Habitat for Humanity plans to build four affordable home ownership units, in partnership with the Prairie Spirit School Division, on a vacant site at 119 Avenue S South, in the Pleasant Hill neighbourhood (see Attachment 1). These homes will be built in modules by students at the Walter W. Brown High School, in the town of Langham, Saskatchewan, under the supervision of a journeyman carpenter. In the spring of 2014, the modules will be assembled on site, and the completed homes will be ready for occupancy.

The four housing units will be family-sized with three bedrooms each and sold to families with incomes below the Saskatchewan Household Income Maximums (SHIMS). These families will provide 500 hours of volunteer labour in lieu of a down payment. Mortgages for the homes at 119 Avenue S South will be interest free and are expected to be as low as \$400 per month.

This is an important neighbourhood re-vitalization project that will provide additional ownership housing in an area where 75 percent of the residents are renters.

Project Evaluation and Recommended Capital Grant

The project at 119 Avenue S South qualifies under Innovative Housing Incentives Policy No. C09-002 for a grant of up to 10 percent of the total capital cost of the project. The Administration has evaluated the project using the points system approved by City Council and has determined that this project meets many of the priorities of the City's Housing Business Plan and qualifies for the maximum grant of 10 percent, estimated at \$60,000 (see Attachment 2).

The budget for capital grants in 2014 is intended primarily for transitional and affordable rental housing. Habitat for Humanity's project is ownership housing that will serve families that would otherwise be accessing affordable rental housing. The

Administration recommends providing financial support to this project because it will serve the same income levels while also creating potential vacancies in affordable rental housing.

The project at 119 Avenue S South has also been approved for a grant of \$15,871 under the City's Vacant Lot and Adaptive Reuse Strategy. This grant is funded through the re-direction of property taxes; therefore, this project does not qualify for an incremental property tax abatement under the provisions of the Innovative Housing Incentives Policy No. C09-002.

Funding Commitments From Other Sources

Habitat for Humanity estimates the cost of the four units at 119 Avenue S South to be \$600,000. The Saskatchewan Housing Corporation has committed funding of \$200,000 and Habitat for Humanity has \$140,000 in mortgage revenue from previously built homes. The balance of the funds will be raised from charitable donations.

OPTIONS TO THE RECOMMENDATION

The only option is to deny the request to fund these housing units. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The funding source for the capital grant estimated at \$60,000 is the Affordable Housing Reserve. City Council allocated \$878,000 in capital grants for affordable rental and transitional housing units in 2014. There are three other projects that have applied for a total of \$401,198 in capital grants that are pending approval from City Council. If City Council approves capital grants for all four of these projects, there will be \$416,802 remaining for an additional 22 affordable rental and transitional housing projects to be approved in 2014.

A summary of projects pending City Council approval is listed in the table below:

Proponent	Address	Funding Requested	Number of Units
Cumfi	601 Avenue O North	\$ 36,000	2
EGADZ	600 Queen Street	\$140,250	10
Cress	212 Lindsay Place	\$224,948	12
Habitat for Humanity	119 Avenue S South	\$ 60,000	4
Unallocated	Future applications and contingency	\$416,802	22
Total Budget		\$878,000	50

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Public and/or stakeholder consultations were not required.

COMMUNICATION PLAN

A joint news release, initiated by the Province of Saskatchewan, representing the province and the City of Saskatoon, will be issued upon completion of the project.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The project at 119 Avenue S South is expected to be complete by June 2014.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPLICATIONS

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

ATTACHMENTS

1. Four-unit Dwelling Proposed for 119 Avenue S South
2. Capital Grant Evaluation Matrix for 119 Avenue S South

Written by: Daryl Sexsmith, Housing Analyst

Reviewed by: “Alan Wallace Dec 24/13”
Alan Wallace,
Director of Planning and Development

Approved by: “Randy Grauer Dec 24/13”
Randy Grauer, General Manager
Community Services Department
Dated: _____

Approved by: _____ "Murray Totland Jan 2/14"
Murray Totland, City Manager
Dated: _____

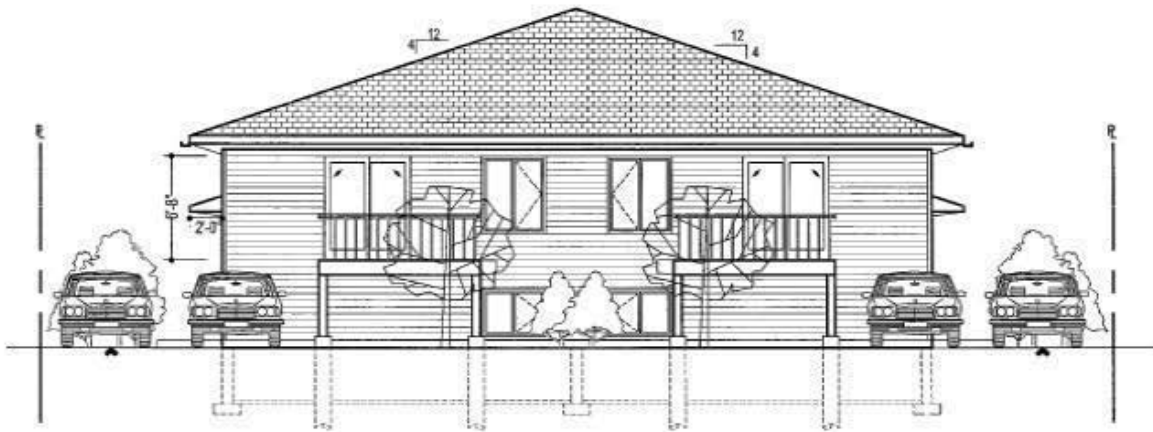
S:\Reports\CP\2014\P&O Req. for funding – Inn. Hous. Incen. 119 Avenue S South – H4H Stoon\kt

Four-unit Dwelling Proposed for 119 Avenue S South



EAST ELEVATION

SCALE: 1/8" = 1'-0"



WEST ELEVATION

SCALE: 1/8" = 1'-0"

Capital Grant Evaluation Matrix for 119 Avenue S South

Housing Business Plan Priority	Criteria	Possible Points	Points Earned
Base Grant	Projects must serve households below provincial SHIMs.	3 percent	3
Leveraging Funding from Senior Levels of Government	Secured funding from federal or provincial government under an eligible grant program.	2 percent	2
Significant Private Partnership	There is a significant donation (at least 10 percent in-kind or donation) from a private donor, faith group or service club.	1 percent	1
Accessible Housing	At least 5 percent of units meet barrier free standards.	1 percent	0
Neighbourhood Revitalization	a. Project improves neighbourhood by renovating or removing rundown buildings; and/or	1 percent	1
	b. developing a vacant or brownfield site.	1 percent	0
Mixed Tenure Development	Project has a mix of affordable/market units or a mix of rental/ownership.	1 percent	0
Safe and Secure Housing	a. Landlord is committed to obtaining Crime Free Multi-Housing certification for the project, and/or	1 percent	0
	b. incorporates CPTED principles into design.	1 percent	0
Supportive Housing	The proposal includes ongoing supports for the residents to assist them in staying housed such as drug and alcohol free, cultural supports, elements of Housing First.	1 percent	0
Meets specific identified Housing Needs	Project meets an identified housing need from a recent study such as: <ul style="list-style-type: none"> a. Homelessness, b. Large family housing (3 bedrooms or more) c. Accommodation for students d. Aboriginal housing 	2 percent	1
Innovative Housing	Project uses innovative design, construction technique, materials or energy saving features.	1 percent	1
Innovative Tenure	Innovative Housing tenures such as Rent to Own, Life Lease, Land Trust, Sweat Equity, Co-op Housing or Co-Housing.	1 percent	1
Notes:			Total Points and Capital Grant Percent Earned
			10

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 30, 2013
SUBJECT: Request for Extension – Innovative Housing Incentives and Sale of Pre-designated Site – 211 Slimmon Road
FILE NO.: CK 4215-1, x CK 750-4, LA 4217-09-05 and PL 951-90

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

- 1) that City Council amend the Innovative Housing Incentives Agreement with Habitat for Humanity Saskatoon Inc. to extend the expected completion date for the affordable housing project at 211 Slimmon Road to November 30, 2015; and
- 2) that the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk execute the agreements under the Corporate Seal.

TOPIC AND PURPOSE

The purpose of this report is to allow Habitat for Humanity Saskatoon Inc. (Habitat for Humanity) additional time to complete their affordable housing project at 211 Slimmon Road.

REPORT HIGHLIGHTS

1. The Administration is recommending that Habitat for Humanity be granted additional time to complete their affordable housing project at 211 Slimmon Road.
2. Habitat for Humanity's project at 211 Slimmon Road addresses many priorities of the City of Saskatoon's (City) Housing Business Plan.

STRATEGIC GOAL

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

BACKGROUND

The site located at 211 Slimmon Road was pre-designated by City Council on December 6, 2010, for affordable housing. City Council authorized the Saskatoon Land Division Manager to sell the site through an RFP (Request for Proposal) process to the proponent that received the highest score based on evaluation criteria set by City Council.

During its August 11, 2011 meeting, City Council approved a recommendation to sell this site to Habitat for Humanity, whose proposal to build 12 affordable townhouse units received the highest score on the evaluation criteria. City Council approved funding of \$181,500 and a five-year incremental property tax abatement under Innovative Housing Incentives Policy No. C09-002. The cash grant was provided in the form of a discounted purchase price under the Land Cost Reduction Program when Habitat for Humanity took possession of the site in May 2012.

Habitat for Humanity entered into an Innovative Housing Incentive Agreement (Agreement) with the City in which they agreed to use their best efforts to finish all work on the site on or before August 15, 2014.

REPORT

Additional Time Needed to Complete Affordable Housing Project

Habitat for Humanity has not started construction on the site at 211 Slimmon Road and has notified the City that they are unable to complete the project by August 15, 2014, as agreed upon in the Agreement. Habitat for Humanity is requesting an extension to the Agreement and is proposing to begin construction at this site in May 2014, with completion expected by November 2015.

Habitat for Humanity had projects comprised of 11 housing units approved for City funding in process when they were selected to purchase the site at 211 Slimmon Road. Habitat for Humanity has been focusing their energy on completing these projects before beginning construction at 211 Slimmon Road. Habitat for Humanity has completed six of these units and the remaining five are well along in the construction process and should be completed by the spring of 2014.

The Administration supports Habitat for Humanity's request for an extension recognizing that Habitat for Humanity depends on volunteer labour, partnerships with schools, corporate sponsorships, and financial donations to complete their housing projects. Every effort will be made to ensure that Habitat for Humanity commences construction in 2014. Another extension is unlikely.

Habitat for Humanity's Project Addresses City's Priorities

When complete, the project at 211 Slimmon Road will address a number of priorities in the City's Housing Business Plan including:

- 1) attainable housing in all neighbourhoods;
- 2) accessible housing;
- 3) housing that meets identified needs (large families); and
- 4) energy-efficient housing.

Habitat for Humanity provides home ownership opportunities to families with low incomes who typically cannot afford to purchase a home under the City's Mortgage Flexibilities Support Program.

OPTIONS TO THE RECOMMENDATION

City Council can choose to deny Habitat for Humanity an extension to the completion date for the project at 211 Slimmon Road. This would obligate Habitat for Humanity under the terms of the Agreement to repay the City the \$181,500 in funding already provided for this project.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

There are no financial implications.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Public and/or stakeholder consultations were not required.

COMMUNICATION PLAN

A communication plan is not required.

DUE DATE FOR PROJECT COMPLETION AND/OR FOLLOW UP

The project at 211 Slimmon Road is expected to be complete by November 2015.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPLICATIONS

There are no privacy implications.

PUBLIC NOTICE

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

Written by: Daryl Sexsmith, Housing Analyst

Reviewed by: Frank Long,
Director of Saskatoon Land

Reviewed by: “Alan Wallace Dec.24/13”
Alan Wallace
Director of Planning and Development

Approved by: “Randy Grauer, Dec.24/13”
Randy Grauer, General Manager
Community Services Department
Dated: _____

Approved by: “Murray Totland Jan.2/14”
Murray Totland, City Manager
Dated: _____

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 18, 2013
**SUBJECT: Cress Housing Corporation - Innovative Housing Incentives -
Transitional Rental Housing - 212 Lindsay Place**
FILE NO.: CK 750-4 and PL 951-124

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

- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a 12-unit apartment building located at 212 Lindsay Place, by Cress Housing Corporation, to a maximum of \$129,600 be approved;
- 2) that a supplemental Land Cost Differential Incentive of 5 percent of the total capital cost for the purchase and renovation of the apartment building at 212 Lindsay Place, by Cress Housing Corporation, estimated at \$95,348, be approved; and
- 3) that the City Solicitor be requested to prepare the necessary agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

TOPIC AND PURPOSE

The purpose of this report is to recommend that funding be provided for a 9 percent capital grant and for a 5 percent Land Cost Differential Incentive towards the purchase and renovation of a 12-unit dwelling located at 212 Lindsay Place, for transitional rental housing units, to be operated by Cress Housing Corporation (Cress).

REPORT HIGHLIGHTS

1. Cress is purchasing and renovating a 12-unit apartment building to provide transitional housing for families at risk of homelessness.
2. The Administration is recommending a 9 percent capital grant from the City of Saskatoon (City) estimated to be \$129,600.
3. The Administration is recommending a 5 percent Land Cost Differential Incentive estimated to be \$95,348.
4. The project has received funding commitments from the Homelessness Partnering Strategy and is eligible for provincial funding.

STRATEGIC GOAL

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

BACKGROUND

During its June 24, 2013 meeting, City Council approved the 2013-2022 Housing Business Plan (Housing Business Plan), which included a number of provisions to support the creation of additional units across the attainable housing spectrum over the next ten years. The plan included a new point system for projects that are eligible for capital grants under Innovative Housing Incentives Policy No. C09-002. Projects can earn a grant of up to 10 percent of the capital costs through an evaluation matrix based on the priorities of the Housing Business Plan.

The Housing Business Plan also included a new Land Cost Differential Incentive that provides an additional capital grant of up to 5 percent of the total capital cost for affordable rental housing projects located in areas where there is a low concentration of affordable rental housing.

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. The budget included funding of \$878,000 for capital grants under Innovative Housing Incentive Policy No. C09-002, and Land Cost Differential Incentives to support a target of 35 to 50 new affordable rental or transitional housing units.

Cress is a non-profit organization that is a subsidiary of the Saskatoon Tribal Council. Their mandate is to provide affordable and adequate housing to First Nations people living in the city with priority given to families with dependents under the age of 18 years. Cress has been providing affordable housing in the city for over 25 years and currently manages more than 450 rental units. They have a waiting list of approximately 1,000 families and individuals in need of suitable affordable housing.

REPORT

An application for financial assistance under Innovative Housing Incentives Policy No. C09-002 was received from Cress by the Planning and Development Division on December 10, 2013.

Purchase and Renovation of Building at 212 Lindsay Place

The proposal received from Cress calls for the purchase and renovation of an existing 12-unit apartment building at 212 Lindsay Place in the Greystone Heights neighbourhood (see Attachment 1). The building will be completely renovated and will feature many upgrades, including mechanical systems, fire doors, windows, repairing exterior walls, new floor coverings, bathroom upgrades, and refurbishing kitchen cupboards and counter tops.

The project includes 11 two-bedroom units and 1 one-bedroom unit. The units will be rented to First Nation families who are currently homeless or at risk of being homeless with the objective of transitioning these families to a point where they can function in the

open rental market. The residents will receive supports from the Saskatoon Tribal Council in the areas of health, family services, childcare, adult upgrading, skill development, and employment. Cress is committed to obtaining the Crime Free Multi-Housing Designation for this project once complete.

All residents will have their incomes screened to ensure they are below the Saskatchewan Household Income Maximums (SHIMs). Rent will be \$750 per month for a two-bedroom suite and \$550 for a one-bedroom suite, which is about \$300 below average rents in the city of Saskatoon.

Project Evaluation and Capital Grant Amount

The cost of purchasing the property and performing renovations has been estimated by Cress to be \$1,906,956. Cress's application for financial assistance was evaluated by the Neighbourhood Planning Section using the Capital Grant Project Evaluation Matrix and was awarded nine points, which equates to a 9 percent capital grant. A copy of the evaluation has been provided in Attachment 2.

A 9 percent capital grant is estimated to be \$171,626; however, Innovative Housing Incentives Policy No. C09-002 limits the maximum grants payable to \$10,800 per unit for market apartment renovations qualifying for a 9 percent capital grant. Therefore, the Administration is recommending that the capital grant for this project not exceed \$129,600.

The project does not represent a change in land use or building area and, as a result, there are no incremental taxes and no tax abatements that can be offered under the provisions of Innovative Housing Incentives Policy No. C09-002.

Land Cost Differential Incentive to De-Concentrate the Supply of Affordable Housing

The project is located in the Greystone Heights neighbourhood, which has very little affordable rental housing. There are currently only four affordable rental units in the entire neighbourhood. The location chosen by Cress for this project aligns with a priority of the City's Housing Business Plan by creating transitional rental housing in an area that lacks it.

Comparable land values indicate that the land at 212 Lindsay Place is worth approximately \$300,000 more than a similar site located on 22nd Street West in an area with a high concentration of affordable rental housing. There has clearly been an increased cost to the proponent for choosing this location and supporting the City's priority of creating affordable housing in all areas of the city. Therefore, the Administration is recommending that this project also be approved for a supplemental grant of 5 percent of the total project cost estimated at \$95,348 under the Land Cost Differential Incentive.

Funding Commitments from other Sources

This project has received a funding commitment from the federal government under the Homelessness Partnering Strategy (HPS) of \$800,000. Cress has committed \$303,756 from its own reserves and has applied for \$288,000 from the Saskatchewan Housing Corporation under the Saskatchewan Home Repair Program (Rental Repair). Should the \$224,948 in funding from the City be approved, Cress will be able to obtain a mortgage for \$290,252 to cover the balance of the capital cost of the project.

Cress has provided an ongoing operating budget for the project, which shows that the revenue generated from rent is sufficient to cover all operating expenses, mortgage payments, and annual contributions to a reserve fund for future maintenance.

OPTIONS TO THE RECOMMENDATION

The only option is to deny the request to fund these transitional housing units. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The funding source for the two grants totalling \$224,948 is the Affordable Housing Reserve. City Council allocated \$878,000 for capital grants for affordable rental and transitional housing units in 2014. There are two other transitional housing projects and an affordable ownership project that have applied for a total of \$236,250 in capital grants that are pending approval from City Council. If City Council approves capital grants for all four of these projects, there will be \$416,802 remaining for an additional 22 affordable rental and transitional housing projects to be approved in 2014.

A summary of projects pending City Council approval is listed in the table below:

Proponent	Address	Funding Requested	Number of Units
Cumfi	601 Avenue O North	\$36,000	2
EGADZ	600 Queen Street	\$140,250	10
Cress	212 Lindsay Place	\$224,948	12
Habitat for Humanity	119 Avenue S South	\$60,000	4
Unallocated	Future applications and contingency	\$416,802	22
Total Budget		\$878,000	50

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

No public and/or stakeholder involvement is required.

COMMUNICATION PLAN

A joint news release will be issued upon completion of the project by the three levels of government.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The project is estimated to be completed by March 2014.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPLICATIONS

There are no anticipated privacy implications arising from this initiative.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

ATTACHMENTS

1. Area Map
2. Project Evaluation Matrix

Written by: Daryl Sexsmith, Housing Analyst

Reviewed by: “Alan Wallace”
 Alan Wallace,
 Director of Planning and Development

Approved by: “Teresa Quon” for
 Randy Grauer, General Manager
 Community Services Department
 Dated: “December 23, 2013”

Approved by: “Murray Totland”
 Murray Totland, City Manager
 Dated: “January 3, 2014”

Area Map

212 Lindsay Place

Printed: December 17,
Scale: 1 : 3850



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**Project Evaluation Matrix
Innovative Housing Incentive Program – Capital Grant Project Evaluation Matrix**

A new points system has been developed to achieve various targets within the Housing Business Plan. The Innovative Housing Incentive Program is the City of Saskatoon’s main incentive program for affordable and special needs housing. The program offers a capital grant of up to 10 percent of the total capital cost of affordable housing projects. Housing created under this incentive must be provided to households within incomes below the Saskatchewan Household Income Maximums (SHIMs) described in Appendix 2 of the Housing Business Plan.

The program offers a base level of municipal support equal to three percent of the total capital costs. The capital grant can be increased to a maximum of up to 10 percent of the total capital cost of affordable housing projects. Grants are calculated on a points system matrix, with extra points assigned for each housing priority addressed within the City’s Housing Business Plan.

Below is the point evaluation score for the project located at 601 Avenue O North and the corresponding capital grant percent.

Proponent	Project Location	Date Application Received	Date Application Evaluated
Cress Housing Corporation	212 Lindsay Place	Dec. 10, 2013	December 17, 2013
Housing Business Plan Priority	Criteria	Possible Points	Points Earned
Base Grant	Projects must serve households below provincial SHIMs	3 percent	3
Leveraging Funding from Senior Levels of Government	Secured funding from federal or provincial government under an eligible grant program	2 percent	2
Significant Private Partnership	There is a significant donation (at least 10 percent in-kind or donation) from a private donor, faith group or service club.	1 percent	0
Accessible Housing	At least 5 percent of units meet barrier free standards	1 percent	0
Neighbourhood Revitalization	a. Project improves neighbourhood by renovating or removing rundown buildings; and/or	1 percent	0
	b. developing a vacant or brownfield site.	1 percent	0
Mixed Tenure Development	Project has a mix of affordable/market units or a mix of rental/ownership	1 percent	0
Safe and Secure Housing	a. Landlord is committed to obtaining Crime Free Multi Housing certification for the project, and/or	1 percent	1
	b. incorporates CPTED principles into design	1 percent	
Supportive Housing	The proposal includes ongoing supports for the residents to assist them in staying housed such as drug	1 percent	1

ATTACHMENT 2

	and alcohol free, cultural supports, elements of Housing First.		
Meets specific identified Housing Need	Project meets an identified housing need from a recent study such as: a. Homelessness, b. Large Family housing (3 bedrooms or more) c. Accommodation for students d. Aboriginal housing	2 percent	2
Innovative Housing	Project uses innovative design, construction technique, materials or energy saving features.	1 percent	0
Innovative Tenure	Innovative Housing tenures such as Rent to Own, Life Lease, Land Trust, Sweat Equity, Co-op Housing or Co-Housing	1 percent	0
Notes:			Total Points and Capital Grant Percent Earned
			9 Points = 9% Capital Grant

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 16, 2013
SUBJECT: Central Urban Métis Federation Inc. – Innovative Housing Incentives
Two Transitional Rental Homes – 601 Avenue O North
FILE NO.: CK 750-4 and PL 951-122

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

- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a two-unit dwelling by the Central Urban Métis Federation Inc., to a maximum of \$36,000 be approved; and
- 2) that the City Solicitor be requested to prepare the necessary agreements, and His Worship the Mayor, and the City Clerk be authorized to execute the agreements under the Corporate Seal.

TOPIC AND PURPOSE

The purpose of this report is to recommend funding of a 9 percent capital grant towards the purchase and renovation of a duplex located at 601 Avenue O North, for two transitional rental housing units to be operated by the Central Urban Métis Federation Inc. (CUMFI).

REPORT HIGHLIGHTS

1. CUMFI is purchasing and renovating a two-unit dwelling to be operated as transitional housing for low-income families.
2. The Administration is recommending a 9 percent capital grant from the City of Saskatoon (City) estimated at \$36,000.
3. The project has received funding commitments from the Homelessness Partnership Strategy and from the Clarence Campeau Development Fund.

STRATEGIC GOAL

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

BACKGROUND

During its June 24, 2013 meeting, City Council approved the 2013-2022 Housing Business Plan, which included a number of provisions to support the creation of additional units across the attainable housing spectrum over the next ten years. The plan included a new point system for projects that are eligible for capital grants under Innovative Housing Incentives Policy No. C09-002. Projects can earn a grant up to 10 percent of the capital costs through an evaluation matrix, based on the priorities of the Housing Business Plan.

During its December 4, 2013 meeting, City Council approved the 2014 Corporate Business Plan and Operating and Capital Budget, which allocated \$1.4 million to implementing the Housing Business Plan. A target of 480 new attainable housing units was set for 2014. The budget included funding of \$878,000 for capital grants under the Innovative Housing Incentive, and Land Cost Differential Incentives to support a target of 35 to 50 new affordable rental or transitional housing units.

REPORT

An application for financial assistance under Innovative Housing Incentives Policy No. C09-002 from CUMFI was received by the Planning and Development Division on August 20, 2013.

CUMFI is a community based, Métis owned and operated, non-profit organization that has been in Saskatoon for 20 years. The organization is committed to improving the lives of urban Aboriginal people through its focus on socio-economic issues, and assisting people in making healthy transitions. CUMFI has been operating transitional housing programs since 2002.

Purchase and Renovation of a Duplex by CUMFI

CUMFI has recently purchased a duplex located at 601 Avenue O North and has begun to renovate both units (see Attachment 1). Once complete, the duplex will provide a home to mothers in need of transitional rental housing. The duplex is a family-oriented design; both self-contained units have two bedrooms. CUMFI will rent the two units to low-income families at affordable rates as determined by the Ministry of Social Services. The cost of purchasing the property and performing the renovations has been estimated by CUMFI to be \$410,000.

CUMFI has identified that the clients served by this project will also have children in foster care, and that by providing support services and family-oriented housing, the children of the residents may be able to live there with their mother. When complete, this project will meet this need identified in The Saskatoon Housing and Homelessness Plan (2011-2014).

In addition to renting the two homes at affordable rates, CUMFI will also provide a number of support services as part of their larger network. Residents will have access to the CUMFI Outreach Team, which consists of four staff who work seven days a week to offer supports, such as shopping, wellness, daily routines, and children's activities.

Project Evaluation and Capital Grant Amount

CUMFI's application for financial assistance was evaluated by the Neighbourhood Planning Section, Planning and Development Division, using the Capital Grant Project Evaluation Matrix and was awarded 9 points, which equates to a 9 percent capital grant. A copy of the evaluation has been provided in Attachment 2. The 9 percent capital grant is estimated at \$36,900; however, Innovative Housing Incentives Policy No. C09-002 limits the maximum grants payable to \$18,000 per unit for two-bedroom units qualifying for a 9 percent capital grant. The Administration is recommending that the capital grant for this project not exceed \$36,000.

The project does not represent a change in land use or building area and, as a result, there are no incremental taxes and no tax abatements can be offered under the provisions of Innovative Housing Incentives Policy No. C09-002.

The project is located in the Mount Royal neighbourhood, which currently has 115 affordable rental housing units for families, representing approximately 6 percent of the homes in the neighbourhood. This project does not qualify for a supplemental grant under the Land Cost Differential Incentive.

Funding Commitments from Other Sources

This project has received funding commitments from the Federal government and from a private development fund. The Homelessness Partnership Strategy (HPS) has committed \$271,000 in Federal government funding and the Clarence Campeau Development Fund has committed \$100,000 toward this project. Should the \$36,000 in funding from the City be approved, CUMFI will have raised the funding that is necessary to complete this project.

OPTIONS TO THE RECOMMENDATION

The only option is to deny the request to fund these transitional housing units. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The funding source for the 9 percent capital grant is the Affordable Housing Reserve. City Council budgeted \$878,000 in capital grants for affordable rental and transitional housing units in 2014.

There are two other transitional housing projects and an affordable ownership project that have applied for a total of \$425,198 in capital grants that are pending approval from

City Council. If City Council approves capital grants for all four of these projects, there will be \$416,802 remaining for an additional 22 affordable rental and transitional housing projects to be approved in 2014.

A summary of projects pending Council approval is listed in the table below:

Proponent	Address	Funding Requested	Number of Units
Cumfi	601 Avenue O North	\$36,000	2
EGADZ	600 Queen Street	\$140,250	10
Cress	212 Lindsay Place	\$224,948	12
Habitat for Humanity	119 Avenue S South	\$60,000	4
Unallocated	Future applications and contingency	\$416,802	22
Total Budget		\$878,000	50

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Public and/or stakeholder consultations were not required.

COMMUNICATION PLAN

A joint news release will be issued upon completion of the project by the three levels of government.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Renovation of the duplex is currently underway. The project is estimated to be completed by March 2014.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPLICATIONS

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

ATTACHMENTS

1. Area Map
2. Project Evaluation Matrix

Written by: Mark Wilson, Planner

Reviewed by: “Alan Wallace”
Alan Wallace,
Director of Planning and Development

Approved by: “Teresa Quon” for
Randy Grauer, General Manager
Community Services Department
Dated: “December 23, 2013”

Approved by: “Murray Totland”
Murray Totland, City Manager
Dated: “January 3, 2014”



601 Avenue O N



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**Project Evaluation Matrix
Innovative Housing Incentive Program – Capital Grant Project Evaluation Matrix**

A new points system has been developed to achieve various targets within the Housing Business Plan. The Innovative Housing Incentive Program is the City of Saskatoon’s main incentive program for affordable and special needs housing. The program offers a capital grant of up to 10 percent of the total capital cost of affordable housing projects. Housing created under this incentive must be provided to households within incomes below the Saskatchewan Household Income Maximums (SHIMs) described in Appendix 2 of the Housing Business Plan.

The program offers a base level of municipal support equal to three percent of the total capital costs. The capital grant can be increased to a maximum of up to 10 percent of the total capital cost of affordable housing projects. Grants are calculated on a points system matrix, with extra points assigned for each housing priority addressed within the City’s Housing Business Plan.

Below is the point evaluation score for the project located at 601 Avenue O North and the corresponding capital grant percent.

Proponent	Project Location	Date Application Received	Date Application Evaluated
Central Urban Métis Federation Inc.	601 Ave O North	August 20, 2013	September 24, 2013
Housing Business Plan Priority	Criteria	Possible Points	Points Earned
Base Grant	Projects must serve households below provincial SHIMs	3 percent	3
Leveraging Funding from Senior Levels of Government	Secured funding from federal or provincial government under an eligible grant program	2 percent	2
Significant Private Partnership	There is a significant donation (at least 10 percent in-kind or donation) from a private donor, faith group or service club.	1 percent	1
Accessible Housing	At least 5 percent of units meet barrier free standards	1 percent	0
Neighbourhood Revitalization	a. Project improves neighbourhood by renovating or removing rundown buildings; and/or	1 percent	0
	b. developing a vacant or brownfield site.	1 percent	0
Mixed Tenure Development	Project has a mix of affordable/market units or a mix of rental/ownership	1 percent	0
Safe and Secure Housing	a. Landlord is committed to obtaining Crime Free Multi Housing certification for the project, and/or	1 percent	0
	b. incorporates CPTED principles into design	1 percent	0
Supportive Housing	The proposal includes ongoing supports for the residents to assist them in staying housed such as drug	1 percent	1

	and alcohol free, cultural supports, elements of Housing First.		
Meets specific identified Housing Need	Project meets an identified housing need from a recent study such as: <ul style="list-style-type: none"> a. Homelessness, b. Large Family housing (3 bedrooms or more) c. Accommodation for students d. Aboriginal housing 	2 percent	2
Innovative Housing	Project uses innovative design, construction technique, materials or energy saving features.	1 percent	
Innovative Tenure	Innovative Housing tenures such as Rent to Own, Life Lease, Land Trust, Sweat Equity, Co-op Housing or Co-Housing	1 percent	
Notes:			Total Points and Capital Grant Percent Earned
			9 Points = 9% Capital Grant

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 17, 2013
SUBJECT: Saskatoon Downtown Youth Centre Inc. (EGADZ) – Innovative Housing Incentives – Sweet Dreams Project – Transitional Housing for Mothers and Children – 600 Queen Street
FILE NO.: CK 750-4 and PL 951-119

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

- 1) that funding of 9 percent of the total capital cost for the purchase and renovation of a transitional rental home for mothers and their children by Saskatoon Downtown Youth Centre Inc. to a maximum of \$90,000 be approved;
- 2) that a land cost differential incentive of 5 percent of the total capital cost for the purchase and renovation of a transitional rental home for mothers and their children by Saskatoon Downtown Youth Centre Inc. estimated at \$50,250 be approved; and
- 3) that the City Solicitor be requested to prepare the necessary agreements, and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

TOPIC AND PURPOSE

The purpose of this report is to recommend that funding be provided for a 9 percent capital grant and a 5 percent land cost differential incentive towards the purchase and renovation of an existing residential care home located at 600 Queen Street. The home will provide transitional rental housing to mothers and their children and will be operated by Saskatoon Downtown Youth Centre Inc. (EGADZ).

REPORT HIGHLIGHTS

1. EGADZ is purchasing and renovating a residential care home to provide transitional housing for mothers and young children.
2. The Administration is recommending a 9 percent capital grant from the City of Saskatoon (City) estimated to be \$90,000.
3. The Administration is recommending a 5 percent land cost differential incentive estimated to be \$50,250.
4. The project has received funding commitments from the Homelessness Partnership Strategy and from private donors.

STRATEGIC GOAL

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

BACKGROUND

During its June 24, 2013 meeting, City Council approved the 2013-2022 Housing Business Plan, which included a number of provisions to support the creation of additional units across the attainable housing spectrum over the next ten years. The plan included a new point system for projects that are eligible for capital grants under Innovative Housing Incentives Policy No. C09-002. Projects can earn a grant of up to 10 percent of the capital costs through an evaluation matrix, based on the priorities of the Housing Business Plan.

The Housing Business Plan includes a new Land Cost Differential Incentive, which provides an additional capital grant of up to 5 percent of the total capital cost for affordable rental housing projects located in areas where there is a low concentration of affordable housing.

During its December 4, 2013 meeting, City Council approved the 2014 Business Plan and Operating and Capital Budget, which allocated \$1.4 million to implementing the Housing Business Plan, and supports a target of 480 new attainable housing units. The budget included funding of \$878,000 for capital grants under the Innovative Housing Incentive Program, and supplemental land cost differential incentives to support a target of 35 new affordable rental or transitional housing units.

EGADZ has been operating transitional and supported youth housing in Saskatoon since 1997. Currently, EGADZ operates 15 transitional homes located in a variety of locations in Saskatoon, including supervised homes for young mothers and their infant children. The homes provide personal, educational, and vocational support.

REPORT

An application for financial assistance under Innovative Housing Incentives Policy No. C09-002 from EGADZ was received by the Planning and Development Division on November 28, 2013.

Purchase and Renovation of Building at 600 Queen Street

EGADZ is in the process of purchasing a building at 600 Queen Street, which is currently operating as a visitors lodge (see Attachment 1). EGADZ is planning to renovate the building and to operate it as a residential care home for young mothers and their children who are at risk of being homeless. The building is in good condition and will only require minor renovations. Once complete, the home will include ten bedrooms, eight bathrooms, a study room, a shared kitchen, and living room. The site

at 600 Queen Street is in the M2 zoning district, which allows Type 3 residential care homes as a permitted use.

The Sweet Dreams home will accommodate up to eight mothers and their young children. EGADZ will operate the home co-operatively with the mothers who will share the daily responsibilities and offer support to one another. The mothers will be independent, but not alone. There will be a child care worker, social worker, and outreach staff available to support the mothers as they transition towards independence.

The mothers that will be living in the Sweet Dreams home will be required to attend an educational institution, work, or be seeking employment on a part-time basis. The residents will have very limited income from social services, student loans, or part-time work and will pay rent according to what they can afford.

The Sweet Dreams project is intended as a long-term strategy that allows the health care, social service, and education systems, as well as the community, to work together to support young mothers and their families while addressing issues of homelessness for this high risk population.

Project Evaluation and Capital Grant Amount

The cost of purchasing the property and performing renovations has been estimated by EGADZ to be \$1,005,000. EGADZ's application for financial assistance was evaluated by the Neighbourhood Planning Section using the Capital Grant Project Evaluation Matrix and was awarded nine points, which equates to a 9 percent capital grant. A copy of the evaluation has been provided in Attachment 2.

The 9 percent capital grant is estimated at \$90,450; however, Innovative Housing Incentives Policy No. C0-002 limits the maximum grants payable to \$9,000 per bedroom for residential care homes qualifying for a 9 percent capital grant. The Administration is recommending that the capital grant for this project not exceed \$90,000.

The project does not represent a change in land use or building area and, as a result, there are no incremental taxes and no tax abatement that can be offered under the provisions of Innovative Housing Incentives Policy No. C09-002. EGADZ will be applying to the Province of Saskatchewan for an exemption from paying property tax as they have received on other projects.

Land Cost Differential Incentive to De-Concentrate the Supply of Affordable Housing

The project is located in the City Park neighbourhood, which has very little affordable rental housing except for two senior citizen complexes along 25th Street. There is only one other transitional residential care home in the City Park neighbourhood, which houses up to five individuals. The location chosen by EGADZ for this project aligns with a priority of the City's 2013 - 2022 Housing Business Plan by creating transitional housing in an area that lacks it.

Comparable land values indicate that the land at 600 Queen Street is worth approximately \$680,000 while similar sites in areas with a high concentration of affordable rental and transitional housing are worth approximately \$380,000. There has clearly been an increased cost to the proponent for choosing this location, and supporting the City's priority of creating affordable housing in all areas of the city. The Administration is recommending that this project also be approved for a land cost differential incentive grant of 5 percent of the total project cost estimated at \$50,250.

Funding Commitments from Other Sources

This project has received funding commitments from the Federal government and from private donors. The Homelessness Partnering Strategy (HPS) has committed \$319,694 in Federal government funding and two private donors have already provided a total of \$75,000. A third private donor has committed to providing the balance of the funding needed (up to \$500,000). EGADZ has received a letter of commitment from the Ministry of Social Services to cover operating costs for the Sweet Dreams home.

Should the \$140,250 in funding from the City be approved, EGADZ will have raised the funding that is necessary to complete this project.

OPTIONS TO THE RECOMMENDATION

The only option is to deny the request to fund these transitional housing units. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The funding source for the two grants totalling \$140,250 is the Affordable Housing Reserve. City Council allocated \$878,000 in capital grants for affordable rental and transitional housing units in 2014. There are two other transitional housing projects and one affordable ownership project that have applied for a total of \$320,948 in capital grants pending approval from City Council. If City Council approves capital grants for all of these projects, there will be \$416,802 remaining for additional affordable rental and transitional housing projects to be approved in 2014.

Proponent	Address	Funding Requested	Number of Units
Cumfi	601 Avenue O North	\$36,000	2
EGADZ	600 Queen Street	\$140,250	10
Cress	212 Lindsay Place	\$224,948	12
Habitat for Humanity	119 Avenue S South	\$60,000	4
Unallocated	Future applications and contingency	\$416,802	22
Total Budget		\$878,000	50

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Public and/or stakeholder consultations were not required.

COMMUNICATION PLAN

A joint news release will be issued upon completion of the project by the three levels of government.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The project is estimated to be completed by March 2014.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

ATTACHMENTS

1. Area Map
2. Point System, Project Evaluation

Written by: Daryl Sexsmith, Housing Analyst

Reviewed by: “Alan Wallace”
Alan Wallace
Director of Planning and Development

Approved by: “Teresa Quon” for
Randy Grauer, General Manager
Community Services Department
Dated: “December 23, 2013”

Approved by: “Murray Totland”
Murray Totland, City Manager
Dated: “January 3, 2014”

S:\Reports\CP\2014\P&O Saskatoon Downtown Youth Centre Inc. (EGADZ) – Inn. Hous. Inc. – Sweet Dreams Proj. – Trans. Hous.
for Moth. and Child. – 600 Queen St\kt\kb

Area Map

600 Queen Street

Printed: December 17, 2013
Scale: 1:3850



Disclaimer: This information is supplied solely as a courtesy and the City of Saskatoon makes no guarantee as to its accuracy. The recipient accepts all risks and expenses which may arise from the use of this information.

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**Point System, Project Evaluation
Innovative Housing Incentive Program – Capital Grant Project Evaluation Matrix**

A new points system has been developed to achieve various targets within the Housing Business Plan. The Innovative Housing Incentive Program is the City of Saskatoon’s main incentive program for affordable and special needs housing. The program offers a capital grant of up to 10 percent of the total capital cost of affordable housing projects. Housing created under this incentive must be provided to households within incomes below the Saskatchewan Household Income Maximums (SHIMs) described in Appendix 2 of the Housing Business Plan.

The program offers a base level of municipal support equal to three percent of the total capital costs. The capital grant can be increased to a maximum of up to 10 percent of the total capital cost of affordable housing projects. Grants are calculated on a points system matrix, with extra points assigned for each housing priority addressed within the City’s Housing Business Plan.

Below is the point evaluation score for the project located at 600 Queen Street and the corresponding capital grant percent.

Proponent	Project Location	Date Application Received	Date Application Evaluated
EGADZ	600 Queen Street	Nov.28, 2013	December 16, 2013
Housing Business Plan Priority	Criteria	Possible Points	Points Earned
Base Grant	Projects must serve households below provincial SHIMs	3 percent	3
Leveraging Funding from Senior Levels of Government	Secured funding from federal or provincial government under an eligible grant program	2 percent	2
Significant Private Partnership	There is a significant donation (at least 10 percent in-kind or donation) from a private donor, faith group or service club.	1 percent	1
Accessible Housing	At least 5 percent of units meet barrier free standards	1 percent	0
Neighbourhood Revitalization	a. Project improves neighbourhood by renovating or removing rundown buildings; and/or	1 percent	0
	b. developing a vacant or brownfield site.	1 percent	0
Mixed Tenure Development	Project has a mix of affordable/market units or a mix of rental/ownership	1 percent	0
Safe and Secure Housing	a. Landlord is committed to obtaining Crime Free Multi Housing certification for the project, and/or	1 percent	0
	b. incorporates CPTED principles into design	1 percent	0
Supportive Housing	The proposal includes ongoing supports for the residents to assist them in staying housed such as drug	1 percent	1

	and alcohol free, cultural supports, elements of Housing First.		
Meets specific identified Housing Need	Project meets an identified housing need from a recent study such as: <ul style="list-style-type: none"> a. Homelessness, b. Large Family housing (3 bedrooms or more) c. Accommodation for students d. Aboriginal housing 	2 percent	2
Innovative Housing	Project uses innovative design, construction technique, materials or energy saving features.	1 percent	0
Innovative Tenure	Innovative Housing tenures such as Rent to Own, Life Lease, Land Trust, Sweat Equity, Co-op Housing or Co-Housing	1 percent	0
Notes:			Total Points and Capital Grant Percent Earned
			9 Points = 9% Capital Grant

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 23, 2013
SUBJECT: Special Event Policy No. C03-007
Request for Funding — 2014 CIS Men's Hockey University Cup
FILE NO.: CK 1870-15 and LS 1870-12-2

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

- 1) that funding in the amount of \$25,000 be allocated under the Special Event, Sport category to the 2014 CIS Men's Hockey University Cup, as this event meets eligibility requirements as outlined in Special Events Policy No C03-007.

TOPIC AND PURPOSE

The purpose of this report is to request approval for a Special Event grant for the 2014 CIS Men's Hockey University Cup being hosted by the University of Saskatchewan from March 20 to 23, 2014 in Saskatoon.

REPORT HIGHLIGHTS

1. The CIS Men's Hockey University Cup will take place March 20 to 23, 2014 at Credit Union Centre and will involve numerous other initiatives outside of the hockey games.
2. This event meets policy criteria of having an operating budget of over \$100,000. The event operating budget does include the deficit experienced in hosting this event in 2013 and the business plan outlines initiatives put in place to ensure a deficit is not experienced in 2014.
3. This event has identified its event legacy as a \$10,000 contribution to Saskatoon Minor Hockey Association through the KidSport and Dream Brokers programs that benefit less advantaged children in the community wanting to play hockey.
4. This event will have a positive economic impact to the greater Saskatoon community.

STRATEGIC GOAL

This report supports the long-term strategy to support community-building through direct investment, which falls within the Strategic Goal of Quality of Life.

BACKGROUND

On October 9, 2013, the Administration received a draft business plan submission from the organizing committee requesting funding in the amount of \$25,000 for the CIS Men's Hockey University Cup. On November 25, 2013, a finalized business plan was submitted for the Administration's review (see Attachment 1).

REPORT

Event Highlights

In addition to the University Cup hockey games themselves, other program initiatives that will be taking place during this event include a “School Program” which will see over 14,000 students from the Saskatoon Public and Separate School Divisions and Prairie Spirit School Division being bussed to Credit Union Centre to watch a game.

A “Thank the Coach Program” has also been organized and will take place on March 23. This program will bring local, provincial and national coaches together for a coaches symposium that will focus on topics such as trends in the game, athlete development and athlete safety.

In conjunction with the games, cabarets and family fun zones will be part of the overall CIS Men’s Hockey University Cup experience.

Operating Budget

The CIS Men’s Hockey University Cup event has an estimated operating budget of over \$1 million, which meets policy criteria.

The operating budget for this event includes an \$110,000 expense that is a deficit from the 2013 event. The host committee has outlined that this deficit was a result of many one-time capital expenses incurred for the 2013 event that will not be incurred in hosting the 2014 event. Extremely cold weather, along with a north end water main break, also contributed to softer than expected ticket sales for the 2013 event. The host committee has developed strategies through aggressive advance ticket packaging to ensure a successful 2014 event.

Event Legacy

The budget submitted for this event has identified over \$290,000 in legacy funds to be dispersed to various Huskie Athletics initiatives, as well as a specific legacy to Saskatoon Minor Hockey Association (SMHA). Through the KidSport and Dream Brokers programs, which work to provide less advantaged children in the community with the opportunity to be involved in sport, legacy funds will be used to subsidize the cost of registration fees, equipment costs, team fees, etc., so that children wanting to play hockey are financially supported in doing so.

Economic Impact

Saskatoon Sport Tourism was able to produce an economic assessment of this event using the “Sport Tourism Economic Assessment Model.” This tool indicates that this event will have an estimated Gross Domestic Product (GDP) of \$2,589,852, which is the net economic impact the event will have on the community.

OPTIONS TO THE RECOMMENDATION

The two options City Council may consider are to deny the recommendation as outlined in this report, or approve a grant amount other than the \$25,000 requested.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

As at January 1, 2014, the Special Event Reserve has an uncommitted balance of \$1,016,139, which is comprised of \$515,000 in the Special Event category and \$501,139 in the Profile Saskatoon Event category. Attachment 2 outlines the funding and expenditures for the Special Event Reserve for 2014.

The Special Event Reserve has funds available to accommodate this funding request of \$25,000.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

The Administration received a final and complete business plan submission from the CIS Men's Hockey University Cup on November 25, 2013.

COMMUNICATION PLAN

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

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Special Event funding will be provided to the CIS Men's Hockey University Cup after completion of the event and upon submission of a post-event evaluation report, which is to include audited financial statements. This post-event evaluation report is to be submitted to the Administration within 90 days of event completion (submission by June 24, 2014).

ENVIRONMENTAL IMPLICATIONS

There will be resource consumption and waste implications relating to the increased intensity of amenity usage during the event. The potential impacts on resources have not been quantified at this time.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

There are no safety or CPTED implications.

PUBLIC NOTICE

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

ATTACHMENTS

1. CIS Men's Hockey University Cup Business Plan
2. Special Event Reserve Funding and Expenditures

Written by: Loretta Odorico, Customer Service Supervisor

Reviewed by: "Cary Humphrey"
Cary Humphrey, Director
Recreation and Sport

Approved by: "Teresa Quon"
For Randy Grauer, General Manager
Community Services Department
Dated: "December 23, 2013"

cc: Murray Totland, City Manager

S:/Reports/LS/2013/Request for Funding – CIS Men's University Cup.doc/deb

September 27, 2013

City of Saskatoon
222-3rd Avenue North
Saskatoon SK
S7K 0J5



To the Adjudication Committee:

The University of Saskatchewan Huskies asks you to accept this grant request package for major and special events. As you may or may not know, the University of Saskatchewan has been given the honour and privilege of hosting the 2014 CIS Men's Hockey University Cup for a second year. From Thursday, March 20th to Sunday, March 23rd, Saskatoon will showcase the best collegiate teams from across Canada for a spectacular weekend of fast-paced hockey. The University Cup is a nationally broadcasted event. This will result in the gorgeous city of Saskatoon being shown off from Victoria to St. John's.

Hockey has been a major part of many, if not all, people's lives who inhabit this great province. The University Cup is a unique event in the fact that it is family friendly, enjoyed by all ages, and has the ability to bring the country together to cheer and support athletes in their pursuit of making history.

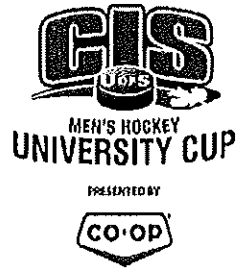
The University Cup will not only benefit our university's legacy and student athletes, but will have a very positive impact on the community of Saskatoon and the province in general. The University Cup has the potential to increase tourism, increase spending in local establishments, as well as create new jobs associated with this event. We are requesting a grant of \$25,000 in order for us to build on our success from last year. This grant will be put towards various expenses, such as operating, special events, volunteers/hosting, and other aspects needed to make the University Cup one of the greatest events hosted in Saskatoon.

Thank you for your consideration of this funding request. If you have any questions regarding said request, please do not hesitate in contacting me at 306-966-1108 or michael.jenkins@usask.ca.

Sincerely,

Michael Jenkins, Executive Director
PotashCorp University Cup presented by Co-op

Basil Hughton, Athletic Director
University of Saskatchewan



Championship Overview and Outline of Marketing Plan

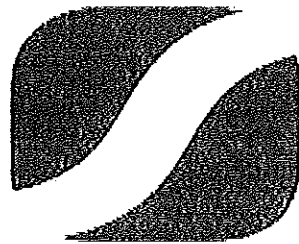
Introduction

Hockey in Saskatchewan, The University of Saskatchewan, Huskie Athletics, won their bid to host the CIS Men's Hockey Championships, known as the "University Cup/Coupe Universitaire" for the two years of 2013 and 2014. We are requesting the City of Saskatoon contribute from a funding perspective for the 2014 championships.

The beautiful campus of the University of Saskatchewan is located just on the east side of the South Saskatchewan River bank in Saskatoon, where ice hockey reigns supreme.

As hosts of the 1998, 1999 & 2000 men's hockey championships, the organizational committee has been put together through consultations with local leaders in business, university, hockey, sport, governance, tourism, recreation, facility management, and hospitality.

We invite you to read through the following pages to see why we believe event is designed to celebrate this great game of hockey, showcase the CIS and Canadian university hockey and the City of Saskatoon for the world to see.



City of
Saskatoon



UNIVERSITY OF SASKATCHEWAN

University of Saskatchewan

Our Mission

The University of Saskatchewan belongs to the people of Saskatchewan. As an academic community, our mission is to achieve excellence in the scholarly activities of teaching, discovering, preserving and applying knowledge.

Our Heritage

The University of Saskatchewan was founded in 1907, just two years after the creation of the province, to provide traditional and innovative post-secondary education to the youth of Saskatchewan. Walter Murray, our first president, supported by the people of Saskatchewan, faculty, students, staff, and politicians of both existing parties, developed a University which was guaranteed the independence necessary to function effectively. The University provided a unique blend of liberal, professional, and applied education to prepare its students to help the people of Saskatchewan build an agriculturally based province with the economic and cultural benefits of modern urban society.

One of the ways in which the University of Saskatchewan fulfilled its unique mission was by establishing colleges of Arts and Science and Agriculture on the same campus so each would influence the other. Gradually, various schools and colleges were introduced to provide Saskatchewan with educated professionals. Graduate programs were added as society's needs became more complex. Over time, the University developed affiliations with several colleges and research institutes on or near its campus.

The vision of the early settlers could not have been realized without the financial and moral support of the people of the province and the talents and efforts of faculty, staff, and students. Today, the University continues to provide liberal, artistic, and professional education, enriching the lives of the people of the province. As the province's major research institution, it has made significant contributions to all branches of knowledge, to agriculture, to health care, to resource development, and to many other segments of Saskatchewan's culture and economy. Its graduates are leaders in all sectors of society within the province, in Canada and beyond.

Our Vision

The University of Saskatchewan will be a model of scholarly inquiry, a place where all who contribute to its achievements - students, faculty, and staff - can take pride in their commitment to this centre of excellence dedicated to the service of the people of Saskatchewan and Canada.

The University will be a diverse yet integrated institution through which students and scholars interact with national and international colleagues in a broad range of academic activities. The University will provide leadership by reflecting the demographic realities of the Province in our students, faculty, and staff. The University's graduates will be adaptable to rapid change and be competitive with their peers around the world. The University of Saskatchewan will initiate further interdisciplinary approaches to issues facing society. We look forward to developing additional collaborative relationships with other educational institutions and to extending University programs to the broader community. We are confident that we will help society become more just, culturally enriched, and prosperous. We recognize that as the needs of Saskatchewan continue to change, creative ways to balance new initiatives with current activities will be required.

Mission of the 2014 Championships

Both the City of Saskatoon and Huskie Athletics boasts a successful background in hosting premier hockey championships, including but not limited to World Junior Hockey Championships, Memorial Cup and past University Cups. Our mission is to foster the development of the student-athlete through the administration and promotion of the 2014 CIS men's hockey championship. We will work towards encouraging academic success and promote the total championship experience; work towards the continual development of hockey both provincially and nationally. We will work towards providing fair competitive opportunities relevant to all participants. We will work towards profiling the province of Saskatchewan, City of Saskatoon, University of Saskatchewan and Huskie Athletics in a positive manner on the national stage. We will operate in a fiscally responsible manner resulting in legacy's being shared amongst minor sports in Saskatoon and for the Huskie student athletes themselves.



Legacy: Saskatoon Minor Hockey in Saskatoon

The Saskatoon Minor Hockey Association (SMHA) offers a variety of hockey programs for kids from five to eighteen years of age. The SMHA consists of six hockey zones which are used for player registration and team competition. The SMHA is the governing body for all CHA and SHA sanctioned minor hockey teams in the City of Saskatoon, which also include the newly formed City Wide Tier I Peewee, Bantam, and Midget Leagues, the Saskatoon & District AA Comets, the Midget AAA Stars, the Midget AAA Blazers, and the Midget AAA Contacts. The SMHA operates through an executive board of twenty-three volunteers.

Minor Hockey in Saskatoon is a staple in the fabric of our community. Street hockey, shinny, youth, adult, church, intramural hockey games are being played in Saskatoon almost 24 hours and day though the winter months in our great city. The University of Saskatchewan – Huskie Athletics will partner with the Saskatoon Minor Hockey Association in the planning, execution & delivery of the 2014 CIS Men's National Hockey Championships, so much so that, a share of the legacy profits will be donated back to Saskatoon Minor Hockey Association through KidSport and Dream Brokers which will be earmarked for the less privileged kids in our community. Other benefactors are Huskie student-athlete scholarships, all Huskie Athletic teams and creating a community legacy fund. Each of the legacy partners are well aware that they will share in a percentage of the profits, regardless of how large or small.



Budget Overview

The attached budget clearly articulates an aggressive sponsorship and ticket sales program. To date, four months in advance of the event, over \$550,000 in sponsorship dollars has already been realized and over \$100,000 on ticket sales. A \$110,000 deficit from the 2013 event is worth noting in this proposal. Much of the deficit is a result of many one-time capital expenses that were incurred in 2013 which will not be incurred in 2014 and softer than expected ticket sales due to extreme cold weather in 2013 and the Huskie team being prematurely eliminated from the championship. The 2014 host committee has developed strategies to ensure the Huskies play well into the weekend, have an aggressive advance ticket strategy, and are committed to a budget that leaves a positive legacy impact in our community. The risk in this championship remains with the University of Saskatchewan, the reward with our legacy partners.

Huskie Hosting History

Sport	Year (s)
Men's Hockey	1997-98, 1998-99, 1999-2000, 2013
Women's Volleyball	2003-04, 2004-05
Track & Field	2005-06
Football	2006
Wrestling	2006-07
Women's Basketball	2007-08

University of Saskatchewan Huskie Athletics offers

- The University of Saskatchewan Men's Hockey Team has been and continues to be one of the most competitive teams in the CIS. The Huskie program has consistently been a CIS Top Ten program for at least the past 15 years. We have competed in ten of the 13 national final tournaments and hosted the events during that time.
- A world class facility in Credit Union Centre. Credit Union Centre was a recent host of the 2010 World Junior Hockey Championship and 2013 Memorial Cup where record crowds and revenues were realized. Credit Union Centre is a 14,400 seat facility featuring such amenities as: ample parking, tv broadcast friendly, club seats, numerous advertising opportunities, adequate dressing room & training rooms, media space, corporate suites, a power-ring, digital video score-clock and many food and beverage outlets.
- An extensive history of hosting high quality CIS National Championships.
- A host committee that is committed to setting all-time records for attendance and revenue, throwing a party, celebrating the game of hockey and leaving a lasting legacy for grassroots hockey on the prairies.

Strategic Goals and Outcomes

- Great partnerships with many sport, community and recreational organizations in our community, who will be working with us in the planning, execution and delivery of many CIS men's hockey national championship projects, including but not limited to; Saskatoon Minor Hockey Association, Saskatchewan Amateur Hockey Association, KidSport, Dream Brokers, Saskatoon Public School Division, Saskatoon Separate School Division, Prairie Spirit School Division, SaskSport, etc...
- Great partnerships with many corporate leaders in our community, including but not limited to: PotashCorp of Saskatchewan, Federated Co-operatives, Cameco, SaskTel, SaskEnergy, Wright Construction, Graham Construction, John Deere, Great Western Brewing Company, SGI, Tim Hortons, BMO, Accenture and Vaughn Wyant Automotive Group etc..
- A commitment from the City of Saskatoon, University of Saskatchewan, Huskie Athletics, students, student-athletes, corporate community and fan base to celebrate college hockey.
- Attract enough visitors to Saskatoon to generate a significant economic impact amongst our local airlines, bus companies, taxi companies, hoteliers, restaurants, shopping centres, entertainment centres, etc...
- Through ticket sales, corporate sponsorships and government funding, generating enough legacy dollars to significantly impact Saskatoon Minor Hockey Association, KidSport/Dream Brokers, Huskie student-athlete scholarships, all Huskie Athletic teams and creating a community legacy fund.

Facility – Credit Union Centre



Credit Union Centre was opened in February of 1988 with a seating capacity of around 7,800. It was expanded to 11,300 for the World Junior Hockey Championships in 1990, and then again recently to 14,400 in 2010 to accommodate the recent World Junior Hockey Championships.

Credit Union Centre has free parking on site with parking space for 4,000 cars on our property. For most publicly attended events we have transit service from the downtown bus mall. For high attendance events we arrange extra transit services and advertise the originating locations.

Having hosted the performance of virtually every major act in North America and having been the site of numerous National and International events, Credit Union Centre's reputation as a world class venue, continues to hold true!

This beautiful facility is located in one of Canada's fastest growing cities, Saskatoon, the largest city in Saskatchewan's million plus market and the most central city in the 4.8 million prairie provinces market. Credit Union Centre has the distinct reputation of being one of Canada's busiest arenas. In its short history Credit Union Centre has played host to a multitude of national and international events, which include:

- 1988 Canadian Heavy Weight Boxing Championship
- 1989 Labatt Brier
- 1989 Memorial Cup
- 1991 World Junior Hockey Championships
- 1991 Canadian Figure Skating Championships
- 1991 Scott Tournament of Hearts
- 1993 Canada Cup
- 1994 Assembly of First Nations Leadership Convention
- 1996 Indian Nationals Finals Rodeo
- 2004 Nokia Brier
- 2007 Juno Awards
- 2009 Canadian Figure Skating Championships
- 2010 World Junior Hockey Championships
- 2013 University Cup
- 2013 Memorial Cup

Credit Union Centre's unique design offers a home to both consumer and business tradeshows with over 100,000 square feet of tradeshow space. Credit Union Centre has become home to major auto, recreation and arts & crafts tradeshows in addition to others. With over 3,000 free paved parking stalls and only 10 minutes from downtown Saskatoon, Credit Union Centre's experienced and professional events staff will ensure our clients and guests receive exceptional service. Be our guest and catch the excitement that only Credit Union Centre can bring to the 2014 CIS Men's Hockey Championships.

Huskie Athletics

Huskie Athletics provides Saskatoon and area with a little bit of everything for all types of sports fans.

The 15 different athletic teams compete in the Canada West Universities Athletic Association that spans from Victoria to Winnipeg. The Canada West is one of four regions (others include the Ontario Universities Association, Atlantic Universities Association and Quebec Student Sports Federation) in the 52 member Canadian Interuniversity Sport (CIS). The CIS spans from Victoria to St. John's, Nfld.

With 95 Canada West Championships and 25 CIS Championships under its belt, Huskie Athletics is one of the most dominant programs in the country. The program has hosted four CIS championship tournaments in the last 11 years.

As the sports governing body for student-athletes at the University of Saskatchewan, Huskie Athletics provides the opportunity to students to play sport at an elite level while obtaining a university degree. Huskie athletes leave the campus and the University of Saskatchewan with the skills to become successful at work, with family and in the community.

Home to 831 all-stars since 1920, Huskie Athletics strives each year to provide quality programs for athletes while they prepare for the future. Huskie Athletics is well prepared to host the 2014 CIS Men's Hockey Championships.

Huskie Hockey Team

The Beginnings

University of Saskatchewan's first hockey team took to the ice during the 1909-10 season. In subsequent years, the varsity pucksters competed against various senior teams and ultimately initiated interuniversity competition with University of Alberta on 27 February 1911. This led to the founding of the Western Canada Intercollegiate Athletic Union in 1919 and its successors; the Western Canada Intercollegiate Athletic Association (1962-72) and the current Canada West University Athletic Association (1972 to present). From this "Varsity" later named "Huskies" (1932-33) tradition came countless student athletes of distinction. Although most hockey alumni would graduate to successful careers in a variety of educational, scientific, administrative, commercial, and other fields, several would make their mark in the National Hockey League.



NHL Success

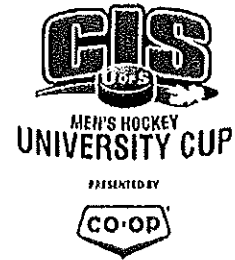
Among those who came from the University of Saskatchewan hockey ranks to achieve further success in the sport were National Hockey League players Edward "Cally" McCalmon (Black Hawks), Earl Miller (Black Hawks and Maple Leafs), Charlie Mason (New York Rangers, New York Americans, Red Wings and Black Hawks), Max McNab (Red Wings), Gerry Couture (Red Wings and Canadiens), Eddie Litzenberger (Canadiens, Black Hawks, Red Wings, and Maple Leafs), Billy Hay (Black Hawks), Dave Dunn (Maple Leafs and Canucks), Robin Bartel (Flames), Ross McKay (Whalers), Ken Lovsin (Capitals), and Todd McLellan (Islanders).

Numerous coaches who coached the Huskie Men's Hockey Team have had tremendous successes at various levels. Among them are Dave King (CHL, NHL & International), Willie Desjardens (Canadian university and WHL), Peter Anholt (WHL), Brent MacEwen (Huskies and the WHL), Mike Babcock (NHL), and current Huskies coach Dave Adolph.

Tradition Continues

As a member of the University Cup team of 1982-83, defenceman Dave Adolph experienced first-hand the positive results which can come from hard work, dedication, and tenacity. As a Canadian Interuniversity Sport coach, he has achieved a great deal since rising from assistant coach at University of Saskatchewan (1984-89), to head coaching duties at University of Lethbridge (1989-93), and ultimately to head coach at his alma mater beginning in 1993-94. Coach Adolph's ability to recruit individuals who "buy into" the "Hustlin' Huskie" tradition that has meant so much to the programme. The result has been teams which are ranked consistently among the top CIS teams in the nation.

Adolph's charges also have been participants at University Cup in eight of the past eleven seasons. The type of tenacity and consistent performance at a high level to achieve success reflects well on the present coaches and the tradition from which they come. Most of all, it reflects well on the players who have proven game in and game out what applied talent and a commitment to hard work can achieve.



The Celebration

The Games

All games will be played at beautiful Credit Union Centre, one of Canada's premiere athletic facilities. The 2014 CIS Men's Hockey Championships will be played in-front of a local community that recently set attendance and revenue records during the 2010 World Junior Hockey Championships. Having this event hosted in Saskatoon will provide the CIS top notch awareness for university hockey not only on a local level nationally, but internationally with a broadcast partner.

The focus and theme of all the games will be celebrating the game of hockey and all it has to offer our athletes, student-athletes, sponsors, officials and fans.

All-Canadian Awards Gala

The University of Saskatchewan Huskies will host an Awards Reception at TCU Place in beautiful downtown Saskatoon to showcase the top Canadian Interuniversity Sport men's hockey players.

We will be offering a pre-reception for all the award winners, finalists, CIS staff, sponsors, officials, coaches, and VIP's and dignitaries. Our plan is to modernize the reception and provide a fun and interactive celebration of the student-athletes and their accomplishments utilizing video and audio footage as provided by the participating schools.

The focus and theme of the reception will be celebrating the game of hockey and all it has to offer our athletes, student-athletes, sponsors, officials and fans, as well as the award winners and accomplishments from the CIS season. A year ago we brought in CBC's Hockey Night in Canada Ron MacLean as the keynote speaker. The event drew 800+ attendees.

Post Game Cabaret

On Friday and/or Saturday night of the Championship we will be hosting a special cabaret complete with live bands and entertainment. The cabaret (s) will certainly be hosted in one of Saskatoon's finest establishments.

Family Fun Zone

The Family Fun Zone is an interactive area for children and adults to spend some time and learn more about the history of hockey at the University of Saskatchewan, as well as have some fun participating in some interactive games. This area, located at ice level under the concourse level at Credit Union Centre, will be free to all spectators with the purchase of a game ticket.

School Program

The 2014 PotashCorp University Cup presented by Co-op has partnered with the Saskatoon Public School Division, Saskatoon Separate School Division, and the Prairie Spirit School Division to involve the schools in the tournament. Over the course of the tournament there will be 14,000 students from each of the school divisions bussed out to Credit Union Centre for the games. The University Cup has also been tied into the curriculum in the schools to teach the students more about the history of the University Cup as well as the game of hockey itself. Cameco Corporation is a proud supporter of said school program.

Thank the Coach Program

The Thank the Coach program brings local and provincial hockey coaches to both the championship games along with a coaches symposium on championship Sunday. The symposium and brunch will be held on March 23rd, 2014 at the beautiful Radisson Hotel. The focus is to bring a local and national level coaches together and share their messages of hockey: trends in the game, athletes development and athlete safety.

Marketing Overview

By hosting the 2014 PotashCorp University Cup presented by Co-op in Saskatoon we will be engaging grassroots sport, culture and recreation organizations in our province and showcasing the CIS product and all the great things our student athletes do in our country. We will be working with many of these mentioned organizations in the delivery of the special events we have planned like the All-Canadian Gala, cabaret, family Fun Zone and Thank the Coach program.

By hosting the 2014 CIS Championship in Saskatchewan we will be reaching far outside our city limits and touching provincial and Western Canadian communities and regions outside the local market.

The focus of our ticketing strategy will be on providing value by offering packages and bundling and incentives. Our ticketing strategy will be based on targeted television, billboard, radio and print here in the Province of Saskatchewan. Significant resources will be dedicated to ticketing, utilizing the many social media applications made available through enhanced technological advances.

Ticketing

Tickets will first be pre-sold as ticket packages. These weekend passes will include tickets for the entire event and will be promoted with incentives to entice early purchases. The sales focus for these packages will first be towards corporate partners, the University of Saskatchewan campus community and the provincial hockey community, and secondly to Saskatoon and area citizens and those from the province of Saskatchewan. As the event draws closer, the competing teams are determined and there will be a sales push into those markets. For the afternoon session(s), the focus will be on showcasing the talent of the CIS to the elementary and high school students of Saskatoon and along with first nations underprivileged children.

We will also be leveraging our partnership with the many sport, recreation and cultural groups we have involved to work with us in the planning, selling and delivery of our ticket strategy.

The main goal remains, to presale 2,000 tournament packages and then package and leverage our other events (All-Canadian Awards Gala, Cabaret, Thank the Coach and Family Fun Zone) with game tickets ensuring we achieve our goal of setting an all-time University Cup attendance record.

Communications

The University of Saskatchewan Huskie Athletics has a preliminary communications plan that includes regular and frequent communication with the CIS office through our full-time event conveyor, sports information director and CIS communications director. They will be part of the host committee and be the link between the host and the CIS office. We also understand the value and importance of consistent messaging. We will be hiring a creative ad agency to assist in the collaboration, creation and delivery of all the event communications and applications.

Components of our preliminary communications plan include but are not limited to: a media conference announcing the event coming to the University of Saskatchewan, a media conference for all teams prior to event beginning, fan guide to be distributed through the local newspaper promoting the event and the CIS one week ahead of the Championship, print, television and radio commercials, posters, brochures, social media applications, website, communications to and from community partners, invitation to the media for the All-Canadian Awards Gala, media room equipped with high speed wireless internet, telephone line, fax line and photocopy machine, statistics provided post set and post match, tournament statistics with statistical leaders, webcasting, post-game media releases and post-game media conferences, etc.

Sponsorship

Our committee is dedicated to sponsorship and sponsorship fulfillment as part of our hosting responsibilities. We have tremendous partnerships established with companies like PotashCorp and Co-op as the lead and presenting sponsors respectively and a number of others including, but not limited to: SaskTel, Wright Construction, John Deere, Great Western Brewing Company, SGI, Cameco, Tim Hortons, BMO, Accenture, SaskEnergy and Vaughn Wyant Automotive Group.



2014 CIS Men's Hockey Championship - Saskatoon Sports Tourism Economic Assessment Model Summary

Initial Expenditure

The 2014 CIS Men's Hockey Championship would produce an Initial Expenditure of \$2,493,303. This amount is the sum total of all expenditures made by tourists, being that it is new money, the Initial Expenditure indicates the magnitude of spending in Saskatchewan and its regions.

Gross Domestic Product

Gross Domestic Product (GDP) of this event is an estimated \$2,589,852. The GDP is the *net economic impact* the event has on the community. It represents the profit generated from the initial expenditure as described above.

Wages & Salaries

Wages & Salaries for the 2014 CIS Men's Hockey Championship would be approximately \$785,712. This amount is an estimate of the incremental wages and salaries earned as the initial expenditure works through the economy.

Employment (Jobs)

The above stated salaries can also be translated into the number of jobs that can be supported by the 2014 CIS Men's Hockey Championship. It is estimated that the event will support 13.5 jobs, with 11.3 in Saskatoon and 2.2 throughout the rest of the province.

Taxes

Taxes collected for the 2014 CIS Men's Hockey Championship are an estimated \$508,935. This amount refers to the total tax revenue supported by the initial expenditures of the event.

Industry Output

Industry Output or total economic activity is anticipated at \$3,807,592. This amount is the total of all direct, indirect and induced impacts on all goods and services produced within Saskatchewan's economy. This number appears higher than GDP because, in addition to all outputs, it includes the cost of purchased inputs in the intermediate production phase.

2014 PotashCorp University Cup presented by Co-op		
Preliminary Budget		
	2014	2014
Revenue	YTD Actual	Budget
Administration		\$ -
Alumni		\$ 78,000
Finance		\$ -
Media and Communications		\$ -
Operating		\$ -
Special Events		\$ 255,000
Sponsorships		\$ 650,000
Tickets		\$ 940,000
Volunteers/Hosting		\$ -
Miscellaneous Funding		\$ 40,000
Total		\$ 1,963,000
Expenses		
Administration		\$ 172,250
Alumni		\$ 83,000
Finance		\$ -
Media and Communications		\$ 171,100
Operating		\$ 527,690
Special Events		\$ 305,000
Sponsorships		\$ 142,500
Tickets		\$ 88,950
Volunteers/Hosting		\$ 39,950
2013 Event Deficit		\$ 110,000
Miscellaneous		\$ 28,600
Total		\$ 1,669,040
Less Championship Legacy Fund		\$ 293,960
Net Income/Loss		\$ -

Championship Legacy Fund

Saskatoon Minor Hockey - Hockey Development - 10%	\$ 29,396
Huskie Men's Hockey Scholarship Endowment (Legacy) - 20%	\$ 58,792
Huskie Athletics support of 15 Teams - Team Accounts - 20%	\$ 58,792
Huskie Athletics - 20%	\$ 58,792
New Arena (Rutherford Fund) - 20%	\$ 58,792
Community Legacy Fund - 10%	\$ 29,396
TOTAL	\$ 293,960

Special Event Reserve Funding and Expenditures

	Special Events	Profile Saskatoon	Total Reserve
Opening Balance at January 1, 2014	(\$265,000)	(\$201,139)	(\$466,139)
2014 Annual Provision	(\$250,000)	(\$300,000)	(\$550,000)
Approved Commitments	\$0	\$0	\$0
Tentative--Subject to Approval	\$50,000	\$0	\$50,000
CIS Men's Hockey University Cup	\$25,000		\$25,000
Closing Balance	(\$440,000)	(\$501,139)	(\$941,139)

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 19, 2013
SUBJECT: Proposed Scope Addition to *Growing Forward! Shaping Saskatoon*
Contract
FILE NO: CK. 4110-2 and PL. 4110-12-7

RECOMMENDATION: that the following report be submitted to City Council recommending:

- 1) that the addition of the Long-Term Transit Plan into the *Growing Forward! Shaping Saskatoon* project scope of work be approved and sole sourced to Urban Systems Ltd. for \$200,000; and,
- 2) that the City Solicitor be instructed to amend the contract to include the Long-Term Transit Plan outlined in the attached proposal.

TOPIC AND PURPOSE

This report proposes a scope addition to the *Growing Forward! Shaping Saskatoon* project, which is currently valued at \$1,549,935. The proposed scope addition is for the completion of a Long-Term Transit Plan at a total additional cost of \$200,000.

REPORT HIGHLIGHTS

1. The Long-Term Transit Plan (Transit Plan) was to be completed in-house alongside the *Growing Forward!* project.
2. There is insufficient capacity within Saskatoon Transit to complete the Transit Plan within the required timeframe of the *Growing Forward!* project.
3. The first portion of the Transit Plan was sole-sourced for \$50,000 in October 2013 to expedite review and mitigate impacts to the *Growing Forward!* schedule.
4. Sole sourcing the Transit Plan to Urban Systems Ltd. is recommended to allow for budget efficiencies and maintain the project schedule.
5. The recommended scope addition can be accommodated within the existing Capital Project No. 2547 funding requests for 2014 and 2015, which were originally intended to cover the internal costs of completing the Transit Plan.

STRATEGIC GOALS

Growing Forward! Shaping Saskatoon supports a number of strategies and priorities for the Strategic Goals of Sustainable Growth and Moving Around. This includes:

- Developing an integrated approach to growth related to transportation, servicing, transit, and land use;
- Increasing and encouraging infill development and corridors to balance growth;

- Creating “complete community” neighbourhoods that feature mixed uses and employment opportunities; and,
- Establishing rapid transit corridors for Saskatoon to guide investment, transportation, and urban planning decision making.

Growing Forward! will also assist in meeting the Strategic Goal of Environmental Leadership by enhancing the range of choices for “Moving Around” and providing a new model for growth that more efficiently utilizes City infrastructure.

BACKGROUND

Growing Forward! Shaping Saskatoon was awarded to Urban Systems Ltd. in July 2013. The scope of work consists of the development of:

- 1) Rapid Transit Business Case;
- 2) Core Area Bridge Strategy (i.e. within Circle Drive); and
- 3) Nodes, Corridors and Infill Plan.

Growing Forward! will be publicly launched in early 2014 as one of a series of initiatives identified in Council’s 10-year Strategic Plan. Several focused discussions will occur with the community over the next 18 to 24 months to shape a plan that will help guide transportation and land use investments. The detailed growth plan developed from this initiative will help the city reach a half million population in a way that meets the expectations of citizens, as communicated through the Saskatoon Speaks Community Vision.

REPORT

Transit Plan Integration

Completion of a Transit Plan was identified in the Integrated Growth Bridging Document and 2013 Corporate Business Plan as a key strategy to ‘...reinvent the transit system based on the rapid transit corridor...’. This plan was to be completed in-house to develop a transit structure and implementation plan for a half million population.

The Transit Plan and *Growing Forward!* were intended to occur in parallel since many technical components feed into one another, as outlined in Table 1.

Table 1. Interdependencies between *Growing Forward!* and the Transit Plan

Project Consideration	<i>Growing Forward! Shaping Saskatoon</i>	Transit Plan
Land Use Intensification	Input on transit corridor locations needed so transportation choices are provided to encourage desired land uses.	Input on locations of intensification needed to ensure land uses along transit corridors support ridership.
Rapid Transit	Rapid transit success is a function of the success of the transit system feeding it.	Rapid transit candidate corridors help to identify transit demand and shape long-term transit corridors.
Core Area Bridges and Network	Input from rapid transit, transit modal split and future road capacity needed to shape bridge options.	Identifies transit infrastructure needs to shape bridge options

Saskatoon Transit Capacity

In October 2013, the Rapid Transit Business Case reached a point where input from the Transit Plan was required; however, progress on the Transit Plan had not kept pace with the *Growing Forward!* project. Consequently, timely information required for the Rapid Transit Business Case was not available.

Fall 2013 Scope Addition

Assistance was pursued via sole source with Urban Systems Ltd. for the completion of the first portion of the Transit Plan that would identify baseline system operations at half a million population. The sole source optimized on overlapping tasks with the first phase of the Rapid Transit Business Case in that several existing scope items could be expanded and/or augmented to include a City-wide transit system review.

This sole source had a total cost of \$50,000 and was added to the existing *Growing Forward!* contract, increasing the contract value from \$1,499,935 to \$1,549,935. This was funded from budget available in Capital Project 2547 (Integrated Growth Plan). The sole source award and supporting proposal are attached (see Attachments 1 and 2).

Full Transit Plan Scope Addition

Pursuit of a sole source with Urban Systems Ltd. is recommended to complete the remainder of the Transit Plan. A proposal for the proposed scope of work is attached and the benefits of this approach are summarized below:

- Transit Plan is completed alongside rapid transit and corridor intensification reviews and minimizes delays to *Growing Forward!*;
- Optimizes on community events planned for *Growing Forward!*;
- Builds upon a foundation of ongoing transportation modeling work; and,
- Takes advantage of the *Growing Forward!* project team's strong transit experience, as outlined in the attached proposed scope of work.

OPTIONS

Options to the recommendation are summarized in Table 2 (below).

Table 2 Advantages and Disadvantages of Options to the Recommendation

Options	Advantage(s)	Disadvantage(s)
Issue RFP	<ul style="list-style-type: none"> • Competitive process is maintained 	<ul style="list-style-type: none"> • Cost for duplication of work • Transit Plan delays
Create New Internal Position	<ul style="list-style-type: none"> • Adds Transit resources to meet increasing work load 	<ul style="list-style-type: none"> • Transit Plan delays

The options to the recommendation are not recommended due to their impacts on the *Growing Forward!* project timeline, Transit Plan delivery, and greater cost to the City.

FINANCIAL IMPACT

There is no financial impact to the recommendation as all funding is available within Capital Project 2547 per 2013, 2014 and 2015 (pending approval) funding allocations.

Capital Project 2547 identifies \$100,000 in 2014 and \$100,000 in 2015 (subject to funding approval) for the in-house completion of the Transit Plan. The *Growing Forward!* Steering Committee is recommending reallocation of these funds to pursue external assistance with the completion of the Transit Plan.

STAKEHOLDER CONSULTATION

The proposed sole source has been reviewed by the project Steering Committee and Advisory Committee.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

COMMUNICATIONS PLAN

Communications for the additional scope of work will be included within the original scope of communications for *Growing Forward! Shaping Saskatoon*.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Growing Forward! Shaping Saskatoon is expected to be ongoing until the end of 2015 with communications to the Planning & Operations Committee and City Council occurring at key milestones throughout the duration of the project.

PUBLIC NOTICE

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

ATTACHMENTS

1. October 2013 Transit Plan Sole Source
2. Long-Term Transit Plan Proposal

Written by: Lee Thomas, Project Manager, *Growing Forward! Shaping Saskatoon*

Reviewed by: Angela Gardiner, Director of Transportation, Transportation and Utilities Department; and,
Alan Wallace, Director of Planning and Development, Community Services Department

Approved by: “Teresa Quon”
for Randy Grauer, General Manager
Community Services
Dated: “December 24, 2013”

Approved by: “Nichole Bideshi”
Jeff Jorgenson, General Manager
Transportation and Utilities
Dated: “December 24, 2013”

Approved by: “Murray Totland”
Murray Totland, City Manager
Dated: “January 9, 2014”



City of Saskatoon Integrated Growth Plan

PROPOSAL – Taking Stock and Vision of the Transit System

Prepared for: Community Services Department

October 1, 2013

URBAN
systems

100 - 303 Pacific Avenue
Saskatoon, SK S7H 0V4

Contact: John Steiner, M.Eng., MCIP, RPP

T: 1-877-748-4498

jsteiner@urbansystems.ca

urbansystems.ca

Prepared for:

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Contact: Lee Thomas, Project Manager, Integrated Growth Plan

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Contact: John Steiner, M.Eng., MCIP, RPP

Email: jsteiner@urbansystems.ca

Submitted:

October 1, 2013

Urban Systems Reference: C3257.0002.00

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October 1, 2013

File: C3257.0002.00

City of Saskatoon
222 – 3rd Avenue North
Saskatoon, SK
S7K 0J5

Attention: Lee Thomas, Project Manager, Integrated Growth Plan
RE: Proposal for the Taking Stock and Vision of the Transit System

Urban Systems is pleased to submit this proposal to undertake the Taking Stock and Vision for the entire transit system to augment existing activities already identified for the Rapid Transit work stream of the Integrated Growth Plan. We are well aware of the need for an integrated and seamless process. Through our review of all background material, discussions about the challenges facing transit today and the long-term as well as the role transit serves in achieving the City's Vision, we have developed a comprehensive approach and methodology to incorporate the development of a Vision into the Integrated Growth Plan process.

While the Taking Stock and Vision phases of the complete transit system review could have been prepared concurrently to the Integrated Growth Plan in a parallel process, there are two principle advantages to incorporating the Transit Plan into the IGP as highlighted below:

- Some of the activities contained in our current work plan for the Transit Structure and Rapid Transit are already accounted for and would be simply shifted over to this work; and,
- The community events already planned for the IGP would now include materials that permit them to explore overall transit directions for the City in addition to the discussion on rapid transit.

We are very excited about the opportunity to augment our work plan with Taking Stock and Vision tasks for the entire transit system as part of Phases 1 and 2 of our IGP work. If you have any questions about our submission, please contact John Steiner by telephone at 1-877-748-4498 or by email at jsteiner@urbansystems.ca.

Sincerely,

URBAN SYSTEMS LTD.



John Steiner, M.Eng., MCIP, RPP
Consulting Team Lead, Principal

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Background

Transit services in Saskatoon play a pivotal role in achieving the goals presented in the City's Strategic Plan. In fact, a new way of growing Saskatoon requires attractive transportation alternatives to serve the varied travel patterns throughout the City today and to support the long-term land use changes. One of the seven key goals of the Integrated Growth Plan is to ensure Saskatoon invests in attractive transportation choices to get around the City. This includes the provision of an accessible and efficient transit system, a comprehensive network of bike routes and attractive pedestrian facilities throughout the City.

The nine strategies to advancing and implementing the aspirations of the IGP identified in the Bridging Document reinforce the commitment toward providing attractive transportation choice and the role of transit in supporting sustainable growth. One of the core strategies is a commitment toward establishing a rapid transit corridor as the spine to the overall transit system. The provision of a rapid transit corridor will not only provide fast, direct and reliable service, but will contribute toward shaping growth in strategic infill areas at several nodes throughout the City as well as along key corridors. In addition to a rapid transit corridor, the City is committed toward reinventing the bus transit system. As the City's investments in attractive transit grows, increased emphasis can be placed on completing a network to support and feed the rapid transit corridor and to serve key transit markets not supported by the rapid transit service.

Issues to Consider

The existing transit system can be best characterised as a hub-and-spoke design with most services connecting customers to core areas of Saskatoon. As growth occurs in all parts of the City and infill takes place at strategic nodes and corridors, the transit markets and opportunities for enhanced transit for the long-term will expand. Based on a preliminary review of background information and discussions with staff, the Taking Stock and Vision phases could recognize several key issues regarding the entire transit system to augment our current work plan for the IGP including, but not limited to those briefly described below:

- ***Moving from the base level of service and coverage model to an attractive choice transit service design.*** As is the case in most cities, transit ridership in Saskatoon is a function of the amount of service provided as measured by total service hours. In this regard, the transit mode share across the City of 4% is principally reflective of the overall service levels in the system and is less a function of the design. In other words, a redesign of services without adding more service hours during peak and off-peak periods would not likely yield significantly different results. With additional service levels, the City can provide more attractive service levels along more corridors and support the rapid transit with attractive feeder services.
- ***Keeping the emphasis on strategies to identify and bolster existing transit markets and serving new travel markets.*** Transit will not work effectively for all travel, and any long-term Transit Plan needs to be clearly market focussed. With enhanced service levels and expansions, the City will want to build from your current areas of success. In this case, the core area markets being served by transit can only get stronger with more attractive services and increased

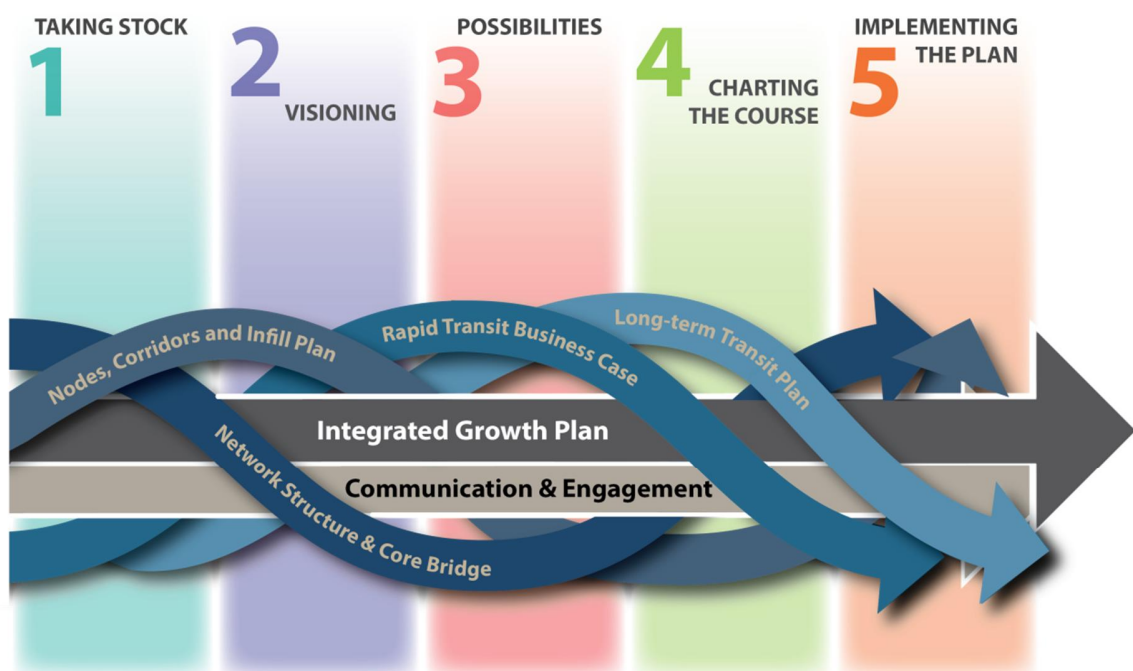
population and employment levels. Beyond the existing markets, the Taking Stock phase will identify other strong markets not currently served by attractive transit services.

- **Deliver an exceptional experience for the transit customer.** In many cities, transit is a utility designed to get people between an origin and destination. Although roads are a utility, the experience is largely determined by the driver in terms of vehicle choice and who to drive with (if anyone), when to travel, route to travel, where to make stops and how to get close to their destination when they arrive. The transit customer is no different and the Plan needs to understand areas of dissatisfaction for existing customers and barriers to new customers to enhance the overall experience. As part of the long-term transit structure, the City will want to ensure that the complete transit experience moves from unacceptable for some to exceptional for many.
- **The City will need to expand beyond a one-size-fits-all service model to attract and support new transit customers.** With existing resources today, many neighbourhood services are interlined with longer distance services to provide higher frequencies along some key corridors. In some cases, neighbourhood services are provided using large buses designed to provide coverage with lower frequencies. As the City grows and services increase, the City may wish to explore various forms of bus services to serve varying scale and travel markets.

Our Proposed Approach

The proposed approach to augment the Transit Structure and Rapid Transit work stream with a more complete look at the entire transit system during the Taking Stock and Vision phases of the IGP process is presented in this section of our proposal. The results of this work will inform and support the directions for rapid transit already contained in Phases 3 through 5.

Figure 1: Integrated Growth Plan Project Approach



Our approach is to build on the work that we are already doing to examine the transit structure within the city as part of the Transit Structure and Rapid Transit study stream. As part of our work plan for the IGP, we are already committed to reviewing the transit system structure overall for the purpose directing most of our time and attention toward the identification and evaluation of rapid transit options for the long-term. In this regard, the rapid transit options could not be considered in isolation and required a general structure to support it for the purpose of delivering and receiving passengers and providing the community with a broader Vision.

Considering the transit system beyond rapid transit in greater detail provides the City and community at-large with an opportunity develop the broader vision and strategy for transit rather than simply see potential transit structure needed to serve rapid transit alternatives. Overall, our approach to Phase 1 and 2 will build from our current work plan as briefly highlighted below and described in more detail in the Work Plan section of this proposal.

Phase 1 – Taking Stock. In addition to providing an overview of historical and existing services system-wide, more attention will be given toward specific route information and overall performance of the system from the customer and operator perspectives. We will examine historical investments in transit and changes to services and ridership to understand what a trend scenario would look like based on historical patterns. Ride-check surveys conducted by the City will also be used to illustrate ridership patterns for each route and across the City. This data will be summarized by screenline and compared with other modes to demonstrate current ridership and mode choice patterns from different areas of the City. Additionally, we will also want to explore more about the customer experience with transit in terms of what's working well and where improvements are needed. This will be compared to historical information and patterns. The thorough review of existing and forecast travel patterns as well as customer needs will provide the support information required to summarize market potential for transit in the City. The strengths, weaknesses, opportunities and challenges of the existing services will be summarized.

As part of this study phase, we will also want to summarize relevant practices and unique information about comparable transit systems in Canada and the United States for City's of 250,000 to over 500,000 people. The relevant characteristics to compare with Saskatoon will include but not be limited to overall levels of transit and system performance indicators, types of transit services, fleet age and accessibility characteristics, support facilities such as park-and-ride lots, as well as fares and pass programs.

Phase 2 – Vision. The Vision stage of the assignment included in our work plan for the Transit Structure & Rapid Transit already included efforts to explore overall goals and aspirations for transit in terms of future mode share and ridership. As part of this additional work, we will work with the community to explore the role of transit for the long-term and to develop a vision for the entire transit system. As a customer-focussed service, we will also want to explore what it will take to make transit successful in the community in the same way we will examine what makes for vibrant communities. The vision for the entire transit system will be developed with community input and feedback.



The Work Plan

The following sections outline our detailed work. Tasks already included in the work plan for Transit Structure & Rapid Transit work stream that are relevant to our work on the overall Transit Plan are highlighted in **blue**. New or existing tasks where additional effort is required in Phases 1 and 2 to address system wide features are summarized in **black**.

1

Taking Stock

Phase 1 tasks and deliverables are outlined below.

Tasks:	Description:
1. Document Existing Transit System Context	<ul style="list-style-type: none"> • Collect and review all background reports, plans, data • Highlight relevant plan goals and objectives in relation to transit • Summarize individual route characteristics including schedule, service hours by period, fleet • Summarize fleet characteristics • Summarize support facilities such as • Review route performance information by route • Summarize AM & PM peak period route ridership at key screenlines provided by City • Compare transit ridership patterns with vehicle travel demand patterns at each screenline • Summarize customer satisfaction survey results provided by the City • Summarize what's at stake beyond transit/mobility for Saskatoon (e.g. land use and urban development, population and employment, economic development, environment and other factors)
2. Highlight Transit Service Structure, Ridership and Transit Markets	<ul style="list-style-type: none"> • Summarize principle types of transit services and overall system-wide structure • Summarize macro travel patterns, ridership and mode choice characteristics • Overview of historic and current transit customer markets • High level review of the customer experience with transit • Highlight frequent transit corridors and ridership characteristics • Review population and employment characteristics and principle land uses (scale, mixtures, densities) served by the frequent transit corridors • Establish local metrics around land use and transit ridership connections (i.e. land use density, frequencies, service hours, ridership)
3. Highlight Base Trend Demands and Conditions	<ul style="list-style-type: none"> • Explore historical levels of transit service and facilities expansion • Confirm committed transit system expansions • Summarize base growth forecast land use and demographic changes (i.e. scale, mixture, density, form, etc.) • Forecast base travel demand patterns and highlight changes • Highlight potential future transit markets with base trend growth throughout the City (not just for rapid transit) • Identify key issues and challenges facing transit and community growth trends for the expansion of conventional services and rapid transit

	<ul style="list-style-type: none"> • Identify factors to consider with integration of land use
4. Overview of Relevant Best Practices	<ul style="list-style-type: none"> • Identify comparable Canadian, US and international cities – current conditions and growth • Highlight transit network expansion relationships with growth and development patterns with a focus on conventional and rapid transit services and facilities • Compare land use and transit system relationships and metrics of relevant communities – mode choice with service hours per capita, population and employment densities, etc. • Highlight the customer experiences that make transit successful – service, facilities, accessibility, land use, etc. • Highlight intermodal facilities and strategies of other systems and compare with current practices in Saskatoon • Summary observations for discussion
5. SWOC Summary	<ul style="list-style-type: none"> • Summarize current strengths • Summarize current weaknesses • Brainstorm and synthesize opportunities based on local conditions and experience elsewhere • Identify challenges for the future of transit and rapid transit with base forecasts of growth, land use, transit service expansion, etc.
6. Transit Team Review Meeting #1	<ul style="list-style-type: none"> • Review SWOC summary
<i>Phase 1 Deliverables</i>	<ul style="list-style-type: none"> • Content for Phase 1 Taking Stock Paper (integrated document for conventional & rapid transit service), including: <ul style="list-style-type: none"> - Existing transit service, ridership, market conditions and future baseline trends - Overview of relevant best practices - Summary of strengths, weaknesses, opportunities, challenges

2 Visioning

Phase 2 tasks and deliverables are outlined below.

Tasks:	Description:
1. Identify Transit Network and Rapid Transit Guiding Principles and Objectives	<ul style="list-style-type: none"> • Summarize the future roles of the City's transit system • Develop the guiding principles and objectives that will be used to shape the long-term network and to support other goals and aspirations • Summarize long-term targets for transit mode share & ridership • Confirm integration with land use aspirations
2. Prepare a Vision for Transit	<ul style="list-style-type: none"> • Highlight the interdependencies between a comprehensive transit system and rapid transit, integrated growth and the overall road network and core bridge strategies • Summarize the high level system attributes needed to make transit an exceptional experience for existing and future customers • Confirm guiding principles for the entire transit system • Outline the critical ingredients needed to make transit successful in the long-term
<i>Phase 2 Deliverables</i>	<ul style="list-style-type: none"> • Content for Phase 2 Visioning Paper <ul style="list-style-type: none"> - Vision for public transit



Proposed Costs

Based on our understanding of the project needs and our proposed work plan, we estimate that additional tasks would cost \$50,000 in fees and disbursements (including taxes).

The allocation of resources for each phase and team member is summarized below in Table 1.

Table 1 – Proposed Project Costs

	PHASE 1	PHASE 2	TOTAL FEES & DISBURSEMENTS
Steiner	\$6,250	\$3,000	\$9,250
Lau	\$2,240		\$2,240
Finkleman	\$9,020	\$3,000	\$12,020
GIS/Tech Support	\$3,240		\$3,240
Admin/ Graphics	\$4,600	\$2,959	\$7,535
Brennan (NN)	\$3,200		\$3,200
NN Planner	\$7,800		\$7,800
NN Associate	\$1,650		\$1,650
Kruger	\$660		\$660
TOTAL excluding GST	\$38,660	\$8,959	\$47,619
TOTAL including GST	\$40,593	\$9,407	\$50,000



City of Saskatoon Growing Forward!

Long-Term Transit Plan Proposal

Prepared for: Community Services Department

November 26, 2013

URBAN
systems

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Submitted:

November 26, 2013

Urban Systems Reference: C3257.0002.00

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November 26, 2013

File: C3257.0002.00

City of Saskatoon
222 – 3rd Avenue North
Saskatoon, SK
S7K 0J5

Attention: Lee Thomas, Project Manager, Growing Forward!
RE: Proposal for the Long-term Transit Plan (Phases 2 through 5)

Urban Systems is pleased to submit this proposal to the City of Saskatoon for the completion of Phases 2 through 5 of the Long-term Transit Plan. This brief proposal is designed as a continuation of our October 1, 2013 proposal to undertake Phase 1 and Phase 2 (portions) of the Transit Plan.

Through our review of all background material, discussions about the challenges facing transit today and the long-term as well as the role transit serves in achieving the City's Vision, we have developed a comprehensive approach and methodology to incorporate the development of a long-term Transit Plan into the Growing Forward! process.

While the Long-term Transit Plan could have been prepared concurrently to Growing Forward! in a parallel process, there are two principle advantages to incorporating the Transit Plan into the plan as highlighted below:

- Some of the activities contained in our current work plan for the Transit Structure and Rapid Transit are already accounted for and would be simply shifted over to the Transit Plan; and,
- The community events already planned for Growing Forward! would now include materials that permit them to explore overall transit directions for the City in addition to the discussion on rapid transit.

It is understood that while the Long-term Transit Plan would be seen by most of the community as a seamless part of the overall plan, we would approach this as a separate study stream with its own set of tasks for phases 3 through 5.

We are very excited about the opportunity to prepare a Long-term Transit Plan for the City as part of our Growing Forward! work. If you have any questions about our submission, please contact John Steiner by telephone at 1-877-748-4498 or by email at jsteiner@urbansystems.ca.

Sincerely,

URBAN SYSTEMS LTD.



John Steiner, M.Eng., MCIP, RPP
Consulting Team Lead, Principal

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Background

Transit services in Saskatoon play a pivotal role in achieving the goals presented in the City's Strategic Plan. In fact, a new way of growing Saskatoon requires attractive transportation alternatives to serve the varied travel patterns throughout the City today and to support the long-term land use changes. One of the seven key goals of Growing Forward! is to ensure Saskatoon invests in attractive transportation choices to get around the City. This includes the provision of an accessible and efficient transit system, a comprehensive network of bike routes and attractive pedestrian facilities throughout the City.

The nine strategies to advancing and implementing the aspirations of the IGP identified in the Bridging Document reinforce the commitment toward providing attractive transportation choice and the role of transit in supporting sustainable growth. One of the core strategies is a commitment toward establishing a rapid transit corridor as the spine to the overall transit system. The provision of a rapid transit corridor will not only provide fast, direct and reliable service, but will contribute toward shaping growth in strategic infill areas at several nodes throughout the City as well as along key corridors. In addition to a rapid transit corridor, the City is committed toward reinventing the bus transit system. As the City's investments in attractive transit grows, increased emphasis can be placed on completing a network to support and feed the rapid transit corridor and to serve key transit markets not supported by the rapid transit service.

Issues to Consider in the Plan

The existing transit system can be best characterised as a hub-and-spoke design with most services connecting customers to core areas of Saskatoon. As growth occurs in all parts of the City and infill takes place at strategic nodes and corridors, the transit markets and opportunities for enhanced transit for the long-term will expand. Based on a preliminary review of background information and discussions with staff, the Long-term Transit Plan should address several key issues including, but not limited to those briefly described below:

- ***Moving from the base level of service and coverage model to an attractive choice transit service design.*** As is the case in most cities, transit ridership in Saskatoon is a function of the amount of service provided as measured by total service hours. In this regard, the transit mode share across the City of 4% is principally reflective of the overall service levels in the system and is less a function of the design. In other words, a redesign of services without adding more service hours during peak and off-peak periods would not likely yield significantly different results. With additional service levels, the City can provide more attractive service levels along more corridors and support the rapid transit with attractive feeder services.
- ***Keeping the emphasis on strategies to identify and bolster existing transit markets and serving new travel markets.*** Transit will not work effectively for all travel, and any long-term Transit Plan needs to be clearly market focussed. With enhanced service levels and expansions, the City will want to build from your current areas of success. In this case, the core area markets being served by transit can only get stronger with more attractive services and increased population and employment levels. Beyond the existing markets, the Transit Plan will identify other strong markets not currently served by attractive transit services.

- ***Deliver an exceptional experience for the transit customer.*** In many cities, transit is a utility designed to get people between an origin and destination. Although roads are a utility, the experience is largely determined by the driver in terms of vehicle choice and who to drive with (if anyone), when to travel, route to travel, where to make stops and how to get close to their destination when they arrive. The transit customer is no different and the Plan needs to understand areas of dissatisfaction for existing customers and barriers to new customers to enhance the overall experience. As part of the Transit Plan, the City will want to ensure that the complete transit experience moves from unacceptable for some to exceptional for many. In order to achieve this, the Transit Plan will identify strategies for enhancing the experience from origin to destination for primary travel markets.
- ***The City will need to expand beyond a one-size-fits-all service model to attract and support new transit customers.*** With existing resources today, many neighbourhood services are interlined with longer distance services to provide higher frequencies along some key corridors. In some cases, neighbourhood services are provided using large buses designed to provide coverage with lower frequencies. As the City grows and services increase, the City may wish to explore various forms of bus services to serve varying scale and travel markets. The Transit Plan can examine various families of services to support various travel needs and demand levels that are attractive for both the customer and the operator.
- ***Supporting the land use vision and growth scenario for ½ million people and rapid transit.*** The Transit Plan will be looking ahead to a system structure and service levels to support the projected 500,000 population with some form of rapid transit. Consistent with the IGP process, the majority of time and effort will be spent on identifying the long-term services and facilities within the Transit Plan. The preliminary route structure options for services across the City needs to be identified as part of determining the candidate corridors for rapid transit. In this regard, a preliminary evaluation of alternative system level features will be confirmed prior to further development and evaluation of the rapid transit corridor alternatives. While this may stretch the possibilities phase of the schedule slightly, all rapid transit service alternatives need to be developed with a system base that is realistic and generally supported.
- ***Implementing the Plan for the 300,000 and 400,000 population levels.*** The final phase of the IGP is centred on phasing the implementation of the preferred long-term Plan for what generally appears to be 10 and 20 year horizons respectively. As part of the Transit Plan, priorities for implementation will be identified to first build on existing market gaps and opportunities in the medium-term. Longer-term priorities for rapid transit to serve key growth areas and transit markets over the 10 and 20 year will then be identified. For short-term planning purposes (1 to 3 years), it is assumed that the City will continue work with the community and transit customers to identify and evaluate potential route changes and resource requirements leading toward the longer-term plans.
- ***Support intermodal trip making.*** The long-term success of transit goes beyond providing attractive transit services. Attractive and accessible connections for pedestrians, cyclists, and passenger vehicles (park-and-ride) will serve to enlarge the market share and overall ridership for transit. As part of the Plan, overall strategies for intermodal connections can be identified and developed for the long-term.

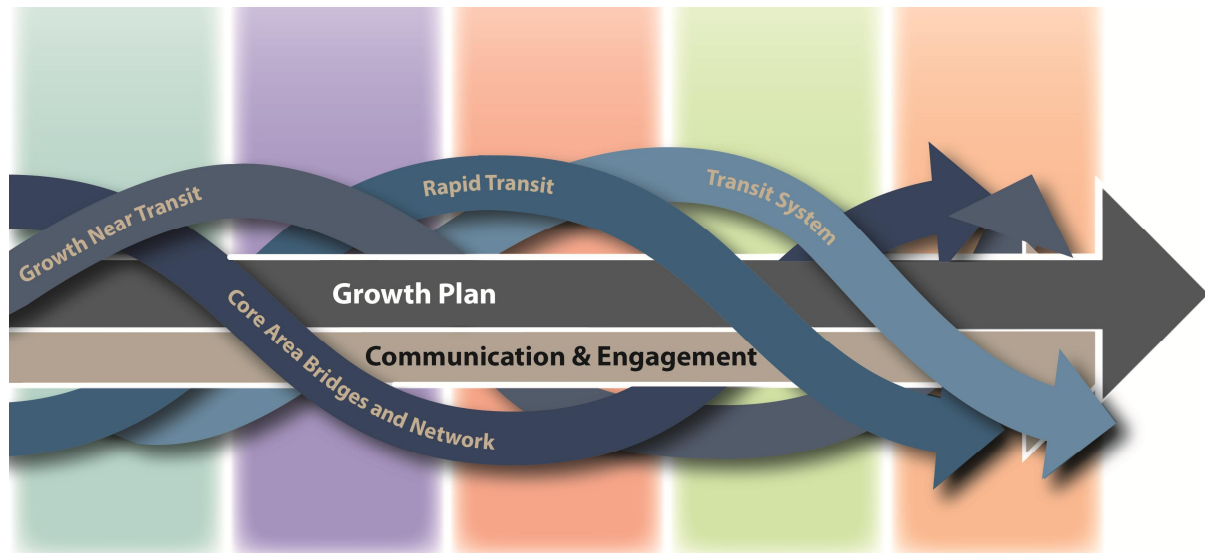
- **Developing realistic plans that are affordable and cost effective.** An integrated vision for land use and transit requires investments that reinforce what's important to create vibrant communities in Saskatoon. Long-term transit investments envisioned in the City will include increased services, rapid transit, support services and facilities all designed to make transit an attractive alternative. Early in the Possibilities phase of the process, we will want to work with the City to broadly identify the range of financial resources that may be reasonable to assume within the overall Transit Plan. Much of the discussion will be placed on the level of investment in annual services hours are realistic and likely beyond the annual growth to be expected (i.e. 2.5% population growth rate and 2% increase in costs due to inflation annually).

Our Proposed Approach

The long-term Transit Plan for Saskatoon will provide not only the direction to significantly improve conventional transit services and facilities needed to support and shape long-term growth, but will guide the identification and development of alternative rapid transit facilities. In this regard, the transit system will be the foundation to the rapid transit evaluation process and business case for a preferred alternative.

The proposed approach to develop the Long-Term Transit Plan is shaped by the need to maintain overall consistency with the general approach and process already defined for the IGP process. Not only is transit and foundational aspect to supporting new forms of growth within the City, it is an integral part of the alternatives needed to provide transportation choice and ensure the success of rapid transit. In the end, the rapid transit system is only a portion of the puzzle to making transit success in Saskatoon. As such, the Transit Plan will be developed over the same five-phase process defined for the IGP. This will also certainly streamline the conversation with the community by adding the Transit Plan to the same events.

Figure 1: Growing Forward! Project Approach



Our approach is to build on the work that we are already doing to examine the transit structure within the city as part of the Transit Structure and Rapid Transit study stream. As part of our work plan for the IGP, we are already committed to reviewing the transit system structure overall for the purpose directing most of our time and attention toward the identification and evaluation of rapid transit options for the long-term. In this regard, the rapid transit options could not be considered in isolation and required a general structure to support it for the purpose of delivering and receiving passengers and providing the community with a broader Vision.

Considering the transit system beyond rapid transit in greater detail provides the City and community at-large with an opportunity develop the broader vision and strategy for transit rather than simply see potential transit structure needed to serve rapid transit alternatives. Overall, the Long-Term Transit Plan process will build from our current work plan as briefly highlighted below and described in more detail in the Work Plan section of this proposal.

Phase 1 – Taking Stock. In addition to providing an overview of historical and existing services system-wide, more attention will be given toward specific route information and overall performance of the system from the customer and operator perspectives. We will examine historical investments in transit and changes to services and ridership to understand what a trend scenario would look like based on historical patterns. Ride-check surveys conducted by the City will also be used to illustrate ridership patterns for each route and across the City. This data will be summarized by screenline and compared with other modes to demonstrate current ridership and mode choice patterns from different areas of the City. Additionally, we will also want to explore more about the customer experience with transit in terms of what's working well and where improvements are needed. This will be compared to historical information and patterns. The thorough review of existing and forecast travel patterns as well as customer needs will provide the support information required to summarize market potential for transit in the City. The strengths, weaknesses, opportunities and challenges of the existing services will be summarized.

As part of this study phase, we will also want to summarize relevant practices and unique information about comparable transit systems in Canada and the United States for City's of 250,000 to over 500,000 people. The relevant characteristics to compare with Saskatoon will include but not be limited to overall levels of transit and system performance indicators, types of transit services, fleet

age and accessibility characteristics, support facilities such as park-and-ride lots, as well as fares and pass programs.

Phase 2 – Vision. The Vision stage of the assignment included in our work plan for the Transit Structure & Rapid Transit already included efforts to explore overall goals and aspirations for transit in terms of future mode share and ridership. As part of the Transit Plan, we will work with the community to explore the role of transit for the long-term and to develop a vision for the entire transit system. As a customer-focussed service, we will also want to explore what it will take to make transit successful in the community in the same way we will examine what makes for vibrant communities. Using market research results and other transit industry information, we will identify the keys to making transit an attractive alternative to driving in Saskatoon. The vision for the entire transit system will be developed with community input and feedback. The first part of this phase will also include the review and development of possible families of transit services that may be suitable to serve existing and future markets. The general characteristics of each type of service from the perspectives of the customer, community and operator will be summarized for discussion purposes.

As we would do in most transit and transportation plans, we will work with the City to examine potential investment levels in the annual operation of transit to develop a realistic vision, targets and possibilities in future phases. It should be noted that we will still develop a long-term transit system structure as required and envisioned in the Rapid Transit study stream for this phase, but we will want to refine it and provide options during the Possibilities phase of this Transit Plan process.

Phase 3 – Possibilities. This phase of the process is intended to explore the range of possibilities for each study stream. The Possibilities phase for the Transit Plan will include a comprehensive review of preliminary land use growth alternatives and resulting travel patterns as well as the market assessment developed in Phase 1 of the process. The optional transit service structures will be developed and screened based on long-term market potential as well as other aspirations of the City. At the same time, potential rapid transit corridors will also be screened based on potential land use patterns, transit demands and corridor characteristics. As part of the possibilities assessment, the role of park-and-ride facilities as well as transit priority measures within the City will also be explored and developed at a strategic level.

The high level screening process will result in a shortlist of long-term conceptual service alternatives in which to develop and evaluate with feedback from stakeholders. The evaluation process will include a review of each concept in terms of meeting overall goals and objectives for transit as well as other key measures of ridership and coverage. Similar to the rapid transit discussion, changes in ridership will be estimated by combining high level modelling results with experience in other relevant jurisdictions. The operating cost estimates of alternative system-wide service concepts will be developed and compared using unit rates from Saskatoon with the projected benefits. The options identification and evaluation process will be summarized in an interim technical memorandum along with a preferred long-term service plan.

At the same time, key support strategies for intermodal connections (i.e. park-and-ride, bicycle facilities and walking) as well as transit priority treatments will be identified for the preferred service concept plans.

Phase 4 – Charting the Course. This 4th phase of the Transit Plan will capture the long-term service plan refinements for a preferred option as identified through the technical evaluation and community

discussions. Specifically, we will want to develop the preferred long-term service design structure and types of transit services within the City, identify support strategies and facilities and outline overall operating and capital costs.

Phase 5 – Implementing the Plan. Implementation priorities for transit improvements will be identified for the 300,000 and 400,000 population levels based on current market opportunities for transit, growth patterns as well as general levels of affordability. As previously indicated, it is anticipated that the priority actions should be designed to address existing issues and opportunities.

The Work Plan

The following sections outline our detailed work. Organized by phase, key tasks are provided for each of the four major study streams. Tasks already included in the work plan for Transit Structure & Rapid Transit work stream that are relevant to our work on the overall Transit Plan are highlighted in **blue**. New or existing tasks where additional effort is required to address system wide features are summarized by as follows: initial scope of work from the October 1 submission in **green** and the remaining work in phases 2 through 5 in **orange**.

1

Taking Stock

Phase 1 tasks and deliverables are outlined below.

Tasks:	Description:
1. Document Existing Transit System Context	<ul style="list-style-type: none"> • Collect and review all background reports, plans, data • Highlight relevant plan goals and objectives in relation to transit • Summarize individual route characteristics including schedule, service hours by period, fleet • Summarize fleet characteristics • Summarize support facilities such as • Review route performance information by route • Summarize AM & PM peak period route ridership at key screenlines provided by City • Compare transit ridership patterns with vehicle travel demand patterns at each screenline • Summarize customer satisfaction survey results provided by the City • Summarize what's at stake beyond transit/mobility for Saskatoon (e.g. land use and urban development, population and employment, economic development, environment and other factors)
2. Highlight Transit Service Structure, Ridership and Transit Markets	<ul style="list-style-type: none"> • Summarize principle types of transit services and overall system-wide structure • Summarize macro travel patterns, ridership and mode choice characteristics • Overview of historic and current transit customer markets



	<ul style="list-style-type: none"> • High level review of the customer experience with transit • Highlight frequent transit corridors and ridership characteristics • Review population and employment characteristics and principle land uses (scale, mixtures, densities) served by the frequent transit corridors • Establish local metrics around land use and transit ridership connections (i.e. land use density, frequencies, service hours, ridership)
3. Highlight Base Trend Demands and Conditions	<ul style="list-style-type: none"> • Explore historical levels of transit service and facilities expansion • Confirm committed transit system expansions • Summarize base growth forecast land use and demographic changes (i.e. scale, mixture, density, form, etc.) • Forecast base travel demand patterns and highlight changes • Highlight potential future transit markets with base trend growth throughout the City (not just for rapid transit) • Identify key issues and challenges facing transit and community growth trends for the expansion of conventional services and rapid transit • Identify factors to consider with integration of land use
4. Overview of Relevant Best Practices	<ul style="list-style-type: none"> • Identify comparable Canadian, US and international cities – current conditions and growth • Highlight transit network expansion relationships with growth and development patterns with a focus on conventional and rapid transit services and facilities • Compare land use and transit system relationships and metrics of relevant communities – mode choice with service hours per capita, population and employment densities, etc. • Highlight the customer experiences that make transit successful – service, facilities, accessibility, land use, etc. • Highlight intermodal facilities and strategies of other systems and compare with current practices in Saskatoon • Summary observations for discussion
5. SWOC Summary	<ul style="list-style-type: none"> • Summarize current strengths • Summarize current weaknesses • Brainstorm and synthesize opportunities based on local conditions and experience elsewhere • Identify challenges for the future of transit and rapid transit with base forecasts of growth, land use, transit service expansion, etc.
6. Transit Team Review Meeting #1	<ul style="list-style-type: none"> • Review SWOC summary
<i>Phase 1 Deliverables</i>	<ul style="list-style-type: none"> • Content for Phase 1 Taking Stock Paper (integrated document for conventional & rapid transit service), including: <ul style="list-style-type: none"> - Existing transit service, ridership, market conditions and future baseline trends - Overview of relevant best practices - Summary of strengths, weaknesses, opportunities, challenges

2 Visioning

Phase 2 tasks and deliverables are outlined below.

Tasks:	Description:
1. Identify Transit Network and Rapid Transit Guiding Principles and Objectives	<ul style="list-style-type: none"> • Summarize the future roles of the City's transit system • Develop the guiding principles and objectives that will be used to shape the long-term network and to support other goals and aspirations • Summarize long-term targets for transit mode share & ridership • Confirm integration with land use aspirations
2. Prepare a Vision for Transit	<ul style="list-style-type: none"> • Highlight the interdependencies between a comprehensive transit system and rapid transit, integrated growth and the overall road network and core bridge strategies • Summarize the high level system attributes needed to make transit an exceptional experience for existing and future customers • Confirm guiding principles for the entire transit system • Outline the critical ingredients needed to make transit successful in the long-term
3. Identify Types of Transit Services	<ul style="list-style-type: none"> • Highlight various transit markets in Saskatoon today and in the long-term • Review current structure of transit services • Identify potential range of transit services that may be used to serve different market needs • Summarize the preferred types of transit services for Saskatoon
4. Balance Vision, principles & objectives with Resource Realities	<ul style="list-style-type: none"> • Identify potential scale of resources to support a vision and targets for the long-term transit system • Broadly explore potential resource levels that may be directed toward public transit • Identify realistic service levels that may be consistent with the Vision and City resources
5. Technical Memorandum	<ul style="list-style-type: none"> • Identify long-term vision for public transit in Saskatoon, guiding principles and key objectives • Document targets/evaluation criteria for options
<i>Phase 2 Deliverables</i>	<ul style="list-style-type: none"> • Content for Phase 2 Visioning Paper <ul style="list-style-type: none"> - Vision for public transit - Guiding principles and objectives for conventional transit services - Types of transit services - System level evaluation criteria

3

Possibilities

Phase 3 tasks and deliverables are outlined below.

Tasks:	Description:
1. Assess Travel Demands for Alternative Land Use	<ul style="list-style-type: none"> Forecast and map travel demand changes throughout City (key generators and OD areas) Summarize and map transit market potential for build-out population Highlight anticipated changes relative to future base growth scenarios
2. Develop alternative transit network structures	<ul style="list-style-type: none"> Identify alternative network structures to better support existing and future markets (i.e. hub-and-spoke, grid, rapid transit & feeder service and other combinations) Broadly identify characteristics of services throughout the City in terms of frequent transit corridors, neighbourhood service areas, Integrate system structure planning with the preliminary reviews of alternative candidate corridors for investigating rapid transit Identify key support strategy features such as park-and-ride facilities at strategic interceptor locations Screen alternative transit structures based on preliminary Synthesize candidate network structure options and screening for discussion purposes
3. Transit Team Review Meeting #3	<ul style="list-style-type: none"> Review candidate transit network structures with staff Confirm shortlist for further consideration
4. Model and Assess Ridership Potential	<ul style="list-style-type: none"> Code model with single refined network alternative Code model with schematic image of rapid transit corridor Assess ridership potential for each shortlist network structure Review sensitivities to concept level land use changes
5. Prepare Operating Cost Estimates of Alternatives	<ul style="list-style-type: none"> Conceptually estimate annual service hour and vehicle requirements to support network alternatives Identify annual operating costs for alternative network concepts using generalized unit costs for operator and vehicles Highlight relative cost differences for each candidate alternative
6. Multiple Account Evaluation	<ul style="list-style-type: none"> Prepare multiple account evaluation framework of alternative network structures based on costs and revenues as well as other customer and community benefits and impacts Summarize account evaluation and comparison of alternatives
7. Technical Memorandum	<ul style="list-style-type: none"> Summarize growth plan options Summarize results of Multiple Account Evaluation
8. Transit Team Review Meeting #4	<ul style="list-style-type: none"> Workshop with staff Facilitate dialogue around options and evaluations
<i>Phase 3 Deliverables</i>	<ul style="list-style-type: none"> Content for Phase 3 Possibilities Paper <ul style="list-style-type: none"> System-wide Travel demands Candidate system level network attributes Identification of transit support strategies and facilities Summarize ridership potential for each concept Service plan costs, revenue, benefits and impacts Analysis and evaluation of options

4

Charting the Course

Phase 4 tasks and deliverables are outlined below.

Tasks:	Description:
1. Service Plan and Support Strategies	<ul style="list-style-type: none">• Confirm preferred option from input and feedback• Incorporate ideas and suggestions based on technical review• Prepare summary document to outline key features developed throughout the process
2. Key Features Summary Brochure	<ul style="list-style-type: none">• Summary document for public review:<ul style="list-style-type: none">- Summary of various service types- Long-term service characteristics- Support strategies and facilities
<i>Phase 4 Deliverables</i>	<ul style="list-style-type: none">• Draft Transit Plan• Content for Key Features Summary

5

Implementing the Plan

Phase 5 tasks and deliverables are outlined below.

Tasks:	Description:
1. Confirm Implementation and Delivery Mechanisms	<ul style="list-style-type: none"> • Confirm short-term planning priorities based on current needs and opportunities • Identify implementation priorities for 300,000 and then 400,000 population levels based on areas of growth and service resources • Identify project risks and approaches to address
2. Technical Document	<ul style="list-style-type: none"> • Charting the course • Implementing the Plan • Summary content for primary Growing Forward! document
3. Review Meeting <i>Phase 5 Deliverables</i>	<ul style="list-style-type: none"> • Finalize Transit Plan • Implementation Plan • Final Transit Plan • Content for summary report



Proposed Costs

Based on our understanding of the project needs and our proposed work plan, we estimate that the completion of the Long-term Transit Plan between Phases 2 and 5 will cost approximately \$190,450 in fees and disbursements (not including applicable taxes).

The allocation of resources for each phase and team members are summarized below in Table 1.

Table 1 – Proposed Fees (Phase 2 through 5)

	PHASE 2	PHASE 3	PHASE 4	PHASE 5	TOTAL FEES & DISBURSEMENTS
Steiner	\$5,000	\$12,500	\$8,000	\$10,000	\$35,500
McNeely		\$16,500	\$11,700	\$8,400	\$36,600
Lau		\$12,000	\$4,000	\$5,600	\$21,600
Finkleman	\$5,600	\$22,000	\$12,000	\$11,880	\$51,480
GIS/Tech Support	\$2,000	\$8,000			\$10,000
Admin/ Graphics	\$2,000	\$14,200	\$10,000	\$5,400	\$31,600
Brennan (NN)		\$2,000			\$2,000
Kruger		\$1,650			\$1,650
TOTAL excluding GST	\$14,600	\$88,850	\$45,700	\$41,280	\$190,450
TOTAL including GST	\$15,330	\$93,293	\$47,985	\$43,344	\$199,975

Relevant Experience

Our proposed Project Team includes individuals that have led transit and transportation studies for large and small communities throughout Western Canada. Our Project Manager, John Steiner will lead a team of internal transit and transportation planning resources and work with Nelson Nygaard as an advisor to augment our own experience.

John is a Principal with Urban Systems and has extensive experience in financing, governance, planning, operation and design of conventional and alternative public transportation. As Project Manager, John will be responsible for all aspects of this assignment, including schedule, budget and the quality of the final product. John will also be responsible for all communications with agency stakeholders, and will lead other team resources to ensure the success of the assignment.

John has managed and undertaken dozens of transit and transportation planning assignments for several municipalities, regions and the provincial government and is currently managing the overall Growth Plan for the City. John has frequently worked on transportation projects that involve several levels of government. John's transit experience relevant to this study is briefly highlighted below.

- **Transit route and service planning.** Prior to joining the consulting industry, John worked as a Transit Planner for OC Transpo, and was involved in the development of long-range plans as well as short-term transit service strategies. Over the last 25 years, John has been involved in numerous transit planning assignments for large and small communities throughout Canada. John has worked on several area transit plans in the Metro Vancouver area. Most recently, John managed the development of the Vancouver Transit Plan as an input to the City's long-range transportation plan. John has also worked on several short-term, medium-term and long-term transit strategies across the province including several area transit plans in the Lower Mainland and elsewhere in BC. Through this work, John has facilitate large technical, public and political working groups to develop and synthesize strategic and operational strategies to implement transit improvements based on comprehensive market assessments. Much of this work involved an extensive assessment of transit system performance, market analysis, improvement strategies and recommended service and facility improvements.
- **Alternative transit services.** While at OC Transpo, John was also involved in the development of the first flexible community-based bus service through the Lower Town area of Ottawa. Within BC, John worked on Surrey's Transit Projects Plan and a Demand-Responsive Transit Implementation Plan. As part of several area transit plans on the outer edges of Metro Vancouver, John has explored paratransit services (i.e. flexible transit, dial-a-bus, demand responsive, van shuttles and specialized transit) and developed models for implementing attractive services to low density areas of the region during off-peak periods. In addition to the development of dial-a-bus options for White Rock area, a business case for demand responsive services was also examined in the Pitt Meadows/Maple Ridge areas for the weekend and evening periods where the system performance limited service expansions. As part of the Fraser Valley Transit Review, John led the discussion of best practices for paratransit services that may be utilized for the low density areas of the Fraser Valley and identified service options that were presented to the community. Each of these strategies outline service and vehicle requirements, operational features and administration strategies needed to shift to an alternative transit service model.

The Urban Systems team is well positioned to ensure the success of this challenging and strategic assignment as outlined by our qualifications below.

We have completed similar long-term, city-wide and regional transit strategies. Urban Systems Project Team members have worked on a range of short-term and long-term transit strategies and implementation priorities for several communities throughout Canada. Urban Systems has recently assisted several communities in British Columbia (Victoria, Metro Vancouver, Fraser Valley and other communities) and Alberta (Edmonton and Calgary areas) to develop short-term strategies and long-term visions for public transportation. Many of these initiatives involving our project team members have included comprehensive assessments of transit market segments, expansion of rapid transit systems (e.g. BRT, LRT, ALRT and commuter rail), significant changes to the structure of the transit services,

provision of a broader range of transit services, development of transit priority strategies for the roadway network, fare strategies, as well as financing and governance matters.

We have extensive transit planning and operations experience. Each of our senior team members has extensive transit experience, including all forms of bus services, commuter rail, passenger ferries, and transit services for persons with disabilities. In particular, John Steiner and Stephanie McNeely have worked together on several transit planning assignments BC. Most recently, both individuals managed the review of rapid transit studies in the Victoria area on behalf of the provincial government and worked on rapid bus corridor improvement options between the western communities and downtown areas of that region.

John has also been the Project Manager for the Northeast Sector and the Richmond Area Transit Plans (ATP), the Owl Transit Services Policy Review, and worked on the transit strategies and plans developed for the Capital Regional District and the City of Surrey (prior to the development of Area Transit Plans). The Northeast Sector and Richmond ATPs included bus integration strategies with rapid transit corridors, including the Millennium SkyTrain and B-Line services. John has also undertaken several city-wide transportation planning assignments throughout the Lower Mainland and other parts of the province, all of which included plans for a range of local and regional transit services and other transit supportive improvements. Prior to joining the consulting field, John also worked as a transit planner for OC Transpo in Ottawa, addressing long-range service expansions — ranging from the assessment of system-wide service needs to respond to growth, to the identification of bus fleet requirements — as well as short-term local service changes of bus routes and schedules.

We have experience with conventional and paratransit service reviews and feasibility assessments. Our team has a proven track record of developing transit plans that are realistic and easy to implement. In this regard, we take pride in the fact that the models that we have developed to plan and evaluate conventional and paratransit alternatives may be suitable for not only comparing alternatives, but that can easily transition into service design and implementation. We recently evaluated the feasibility of converting conventional transit services in smaller market communities in BC to paratransit service to better support customer needs and provide an efficient system benefit. Additional, our work on the Fraser Valley Transit Review included development and evaluation of both conventional and paratransit services for rural communities. In fact, the plan process included an update to our summary of best practices for small community conventional and paratransit services in Canada as a means of engaging the discussion with the community. As part of the Pitt Meadows/Maple Ridge area plans, we examined and recommended the implementation of demand responsive services (similar to Red Deer and St. Albert) that could be used as a strategy to provide attractive weekend and evening services to areas where ridership is low and not expected to change.

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: December 16, 2013
SUBJECT: Urban Design Streetscape Projects Update
FILE NO.: CK 4110-1 and PL 216-01

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

TOPIC AND PURPOSE

The purpose of this report is to provide an update on the 2013 capital project highlights, and present the 2014 Urban Design Streetscape Projects.

REPORT HIGHLIGHTS

1. 20th Street West Streetscape Phase No. 1 is near completion and preparation for Phase No. 2 is starting.
2. 3rd Avenue Streetscape Project Phase Nos. 1 to 3 are substantially complete and subsequent phases will occur in coordination with other major projects in the City Centre Plan.
3. Central Avenue Streetscape Phase No. 1 is substantially complete and preparation for Phase No. 2 is underway.
4. Idylwyld Drive Streetscape Improvement Plan is proposed to begin in 2014.

STRATEGIC GOALS

The improvement of streetscapes through the Urban Design Program supports four strategic goals – Quality of Life, Environmental Leadership, Sustainable Growth, and Moving Around – by enhancing and providing amenities to key existing commercial districts and by contributing to Business Improvement District (BID) revitalization efforts. Streetscape projects create warm and welcoming people places, improve public safety, and add cultural and community infrastructure. Urban Design projects make walking, cycling, and transit use easier with more accessible sidewalks, bulbed intersections, and street furniture.

BACKGROUND

The City of Saskatoon (City) has two Urban Design Streetscape Programs:

1. Urban Design BID Streetscape Program - serves the three established BIDs of Broadway, Downtown, and Riversdale, and is funded through the BID Streetscape Reserve by parking meter revenue.
2. Urban Design City-Wide Streetscape Program (City-Wide Program) - established in 2009 as a five-year program to serve key areas outside of the three established BID boundaries, is funded by Land Bank sales administration fees. City Council approved a two-year extension to the program in 2012.

An Urban Design Committee (UDC) has been established for each program, which includes civic officials and representatives from the Meewasin Valley Authority, as well as each BID involved in the program. The UDC examines the available budget and prioritizes streetscape projects within each program.

REPORT

Urban Design BID Program Ten-Year Plan

The UDC has a ten-year plan in order to prioritize streetscape projects. In 2013, the UDC laid out the following streetscape projects in the BID program to the end of 2023 (see Attachment 1):

- 1) 3rd Avenue from 22nd to 23rd Streets;
- 2) 20th Street West from Avenue E to Avenue H;
- 3) Idylwyld Drive Streetscape Improvement Plan;
- 4) Warehouse District Improvements;
- 5) Broadway 5 Corners Plaza development;
- 6) Civic Plaza Precinct development; and
- 7) other small initiatives within each BID.

A status update for each current BID streetscape project is provided below.

20th Street West Streetscape Update

This project involves the design and implementation of streetscaping along 20th Street West from Avenue E to Avenue H and extending the existing streetscape from Idylwyld Drive to Avenue E. Construction of the streetscape from Avenue E to Avenue F was substantially completed in 2013.

The 2014 plan involves construction of the remaining two blocks, from Avenue F to Avenue H. This advances the construction of the Avenue G to Avenue H block by one year and is possible because of favourable parking meter revenue in 2012 (see Attachment 2).

3rd Avenue Streetscape Update

The 2009, 2010, and 2011 construction included the section of 3rd Avenue from 19th Street through to the 22nd Street intersection. In 2018, the plan is to construct the section between 22nd Street and 23rd Street, in coordination with the City Centre Plan Phase No. 4 Civic Plaza Area. The 19th Street intersection will be constructed at a later date and will be coordinated with River Landing Parcel Y construction (see Attachment 3).

Urban Design City-Wide Program Ten-Year Plan

The streetscape projects in the City-Wide Program to the end of 2023 include Central Avenue Phase No. 2 and Phase No. 3. A status update for this project is provided

below. Under the current funding formula, no other capital projects can occur in the City-Wide Program during this time frame (see Attachment 4).

Future consideration will be given to increasing the funding as the current funding level will not allow for the completion of capital improvements throughout the city on a timely basis. The current priority list for improvements will take many years to complete under the current funding formula. A report will be brought forward for consideration during 2015 budget deliberations to recommend a long-term funding strategy.

Central Avenue Streetscape Update

This project involves design and implementation of streetscaping along Central Avenue. In 2012, Phase No. 1 of the Central Avenue Streetscape improvement was completed with improvements from 109th Street to 110th Street.

Phase No. 2 of this project is aimed at improving pedestrian and traffic safety, while assisting the revitalization of the Sutherland BID. This project will extend streetscaping from Phase No. 1, north of 110th Street, to the mid block north of 112th Street. Streetscaping upgrades will be consistent with Phase No. 1 and include components, such as corner bulbs, sidewalks, street trees, roadway and sidewalk lights, street furniture, and public art. Timing of this phase has been moved ahead based on cost savings in Phase No. 1 (see Attachment 5).

New Streetscape Project for 2014

During 2013 discussions with the BID and City-Wide UDCs, Idylwyld Drive was identified as a priority for streetscape improvements.

Idylwyld Drive Streetscape Improvement Plan

This project involves the design and implementation of a comprehensive streetscape plan for Idylwyld Drive from the Senator Sid Buckwold Bridge to Circle Drive. Upon completion of the Circle Drive South Bridge project, traffic flows on Idylwyld Drive are anticipated to change. The redevelopment of Idylwyld Drive as an enhanced multi-modal corridor will contribute to pedestrian, cyclist, and transit use. Current planning projects, including Phase No. 3 of the City Centre Plan, the North Downtown Master Plan, and the Growth Plan to 500,000 (formerly the Integrated Growth Plan) all indicate that an improved streetscape along the length of Idylwyld Drive should be pursued. Direction from the City Centre Plan will be used to guide the design of the Streetscape Improvement Plan.

This project will involve a traffic study, the design of a streetscape improvement plan, as well as phased construction, which may utilize an incremental approach to capitalize on the time-sensitivity of this intervention. An incremental approach is when inexpensive, temporary materials are used in the short term and are replaced by permanent, long-lasting materials after the public has tested the

design thoroughly. This approach is currently used by the Neighbourhood Traffic Management Program in the Transportation Division.

Idylwyld Drive spans both the BID and City-wide areas however the development of the Streetscape Improvement Plan will be funded by the BID Streetscape Reserve. Design priority will be given to the portion of Idylwyld Drive from 20th Street to 33rd Street. Capital construction costs for later phases will be funded by the appropriate Urban Design program or in partnership with other projects.

OPTIONS TO THE RECOMMENDATION

There are no options at this time.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The proposed 2014 funding is as follows for each project, and has been included in the Operating and Capital Budget submissions by the appropriate Division:

20th Street West Streetscape from Avenue F to Avenue H is funded through the Urban Design Streetscape Reserve – BID.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
\$2.5 M		\$2.5 M	\$16,000	\$2.5 M	

Central Avenue Streetscape from 111th Street to 112th Street is funded through the Urban Design Streetscape Reserve – City Wide.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
\$1.5 M		\$1.5 M	\$20,200	\$1.5 M	

Development of the Idylwyld Drive Streetscape Improvement Plan is funded through the Urban Design Streetscape Reserve – BID.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
\$200,000		\$200,000		\$200,000	

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

The UDC has approved the attached ten-year plans. Each BID is engaged throughout the design and implementation of streetscape projects in their area.

COMMUNICATION PLAN

Public and BID input is sought for all streetscape projects. A communication plan will be developed for each streetscape project during preliminary design.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Construction of the 20th Street West and Central Avenue streetscapes will be substantially completed in 2014.

The Idylwyld Drive Streetscape Improvement Plan will be brought forward for approval upon completion in 2015.

A report will be brought forward for consideration during 2015 budget deliberations to recommend a long-term funding strategy for the City-Wide Program.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

All streetscape projects undergo CPTED reviews.

PUBLIC NOTICE

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

ATTACHMENTS

1. Urban Design BID 2013 Capital Budget Ten-Year Plan
2. 20th Street West Streetscape Project Update
3. 3rd Avenue Streetscape Project Update
4. Urban Design City Wide 2013 Capital Budget Ten-Year Plan
5. Central Avenue Streetscape Project Update

Written by: Genevieve Russell, Urban Design Manager

Reviewed by: “Alan Wallace”
 Alan Wallace
 Director of Planning and Development

Approved by: “Randy Grauer”
Randy Grauer, General Manager
Community Services Department
Dated: “January 6, 2013”

S:\Reports\CP\2014\P&O 3rd Avenue Streetscape Project Update – Urban Design Project Updates\kb
BF No.82-11

UD BID 2013 CAPITAL BUDGET Ten-Year Plan

Approved May 1, 2013

STREETSCAPE RESERVE	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
OPENING BALANCE	1,163,704	2,787,235	3,338,551	2,356,546	2,110,189	1,579,138	2,022,643	927,943	1,018,266	840,828	474,835	79,379
PARKING REVENUE CONTRIB. TO STREETSCAPE RESERV	2,219,700	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200	2,242,200
PARKING REVENUE ADJUSTMENT	334,213	334,213	334,213	334,213	334,213	334,213	334,213	334,213	334,213	334,213	334,213	334,213
RETURN TO SOURCE	321,662											
TOTAL FUNDS AVAILABLE	4,039,279	5,363,647	5,914,964	4,932,959	4,686,601	4,155,551	4,599,056	3,504,356	3,594,679	3,417,241	3,051,248	2,655,792
OPERATING	(392,044)	(407,700)	(420,000)	(433,000)	(446,000)	(459,400)	(473,200)	(487,400)	(502,000)	(517,000)	(532,500)	(548,500)
CAPITAL	(860,000)	(1,617,396)	(3,138,418)	(2,389,770)	(2,661,464)	(1,673,507)	(3,197,913)	(1,998,690)	(2,251,851)	(2,425,406)	(2,439,368)	(553,750)
BALANCE	2,787,235	3,338,551	2,356,546	2,110,189	1,579,138	2,022,643	927,943	1,018,266	840,828	474,835	79,379	1,553,542
THE PARTNERSHIP BID												
25th Steet Extension - Idylwyld Dr. to 1st Ave												
3rd Ave 19th Street intersection												
3rd Ave 22nd Street to 23rd Street							2,672,000					
3rd Ave 23rd Street to 24th Street												
3rd Ave 24th Street to 25th Street												
19th Street - 3rd Avenue to Bridge												
2nd Avenue - Bollard Replacement	150,000											
Civic Plaza Precinct									100,000	1,900,000	1,900,000	
Idylwyld Drive Improvements			200,000	1,900,000	1,000,000							
Warehouse District Streetscapes				100,000	1,200,000	1,200,000						
BROADWAY BID												
Broadway Streetscape			60,000		60,000							60,000
Broadway Bicycle Parking	60,000											
Five Corners Plaza							100,000	1,500,000	1,500,000			
RIVERSDALE BID												
20th Street Streetscape						60,000		60,000		60,000		60,000
Streetscape Extension E to H	100,000	1,250,000	2,500,000									
OTHER												
Civilian Uniformed Community Support Officers	550,000	367,396	378,418	389,770	401,464	413,507	425,913	438,690	451,851	465,406	479,368	493,750
City Center - PSA&UF update report									200,000			
TOTAL CAPITAL												
TOTAL CAPITAL	860,000	1,617,396	3,138,418	2,389,770	2,661,464	1,673,507	3,197,913	1,998,690	2,251,851	2,425,406	2,439,368	553,750

Note:

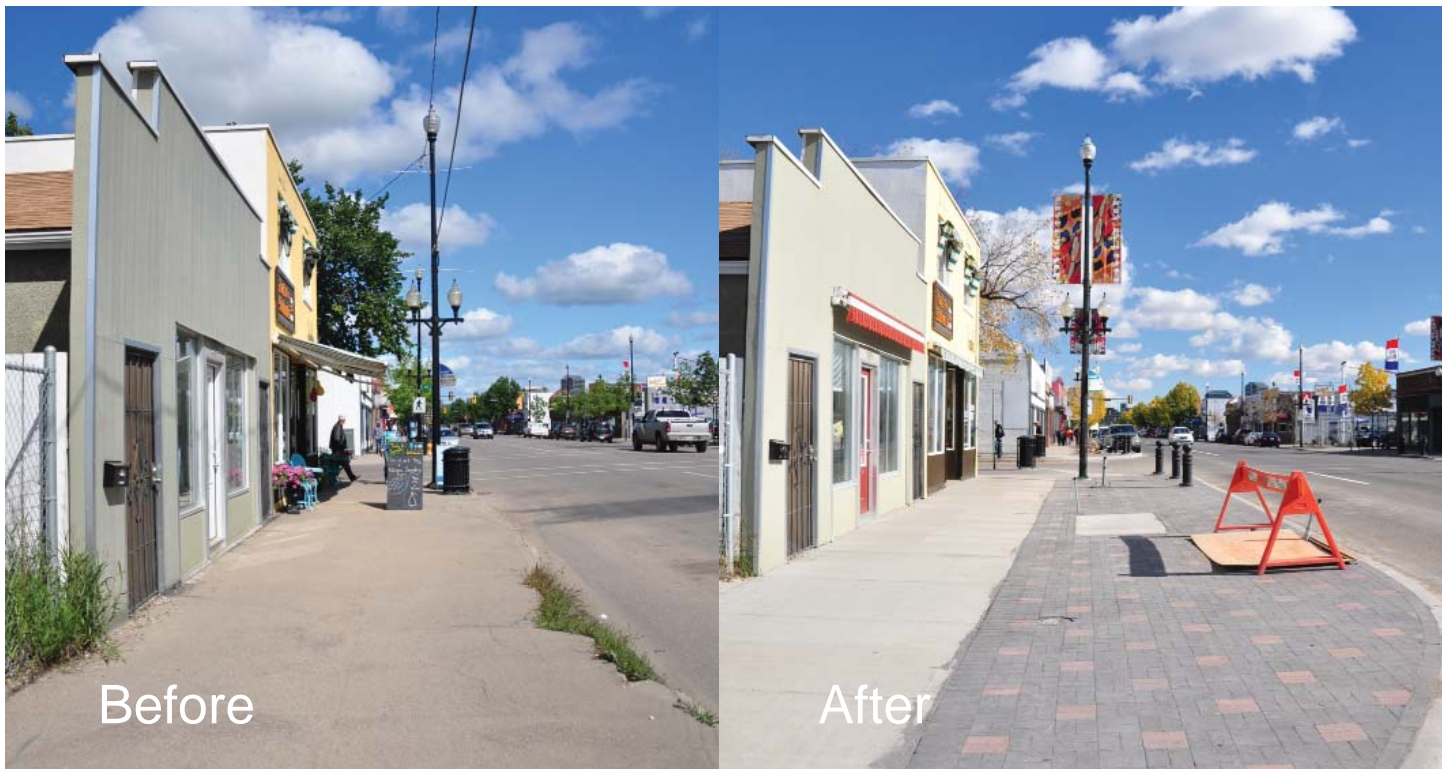
All projects and schedules are subject to regular review and revision by the Urban Design Committee
 \$1,936,650 for 3rd Avenue and 19th Street intersection unscheduled
 2014 & 2015 Civic Plaza Precinct planning funded from other sources

20th Street West Streetscape Project Update

This project involves the design and implementation of streetscaping along 20th Street West from Avenues E to H. Construction of streetscape from Avenue E to Avenue F is substantially complete. Construction from Avenue F to Avenue H will be constructed in 2014.

This project made new and innovative improvements to streetscaping in the following ways:

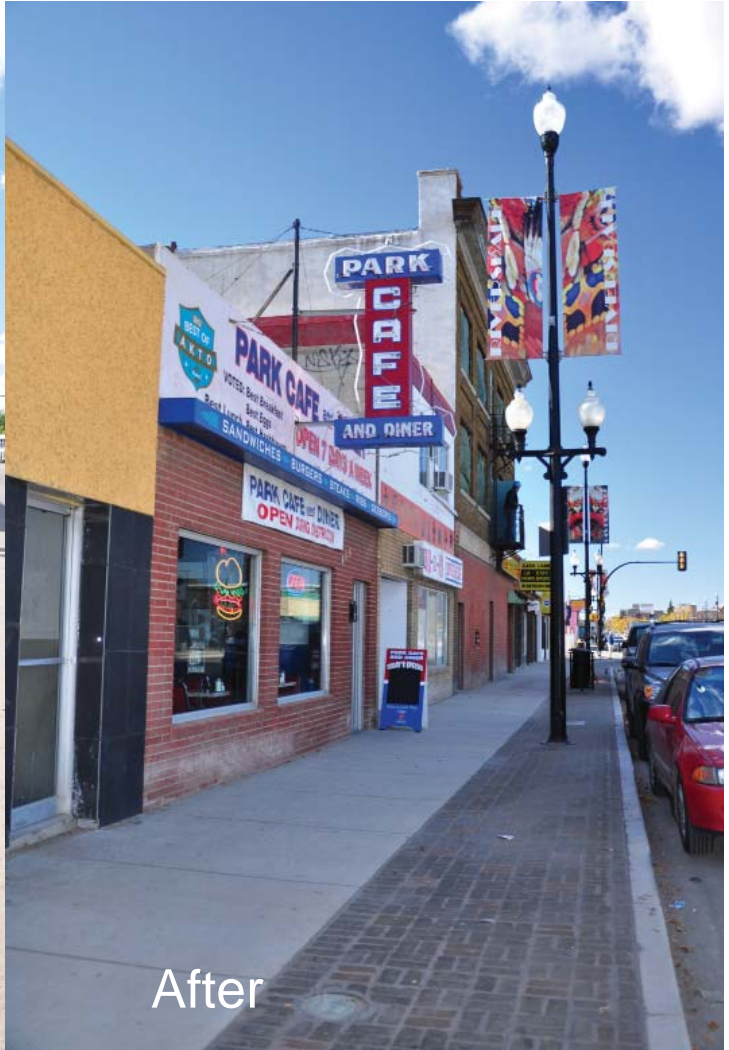
- Bus loading bulbs installed to improve transit operations
- Storm water collection grates built into the tree wells and through the amenity strip
- Public art integrated into the infrastructure (Written in Stone project) and provided in collaboration with the area businesses (2 murals)



20th Street West Streetscape Project Update



Before



After



Public Art



Public Art

3rd Avenue Streetscape Project Update

This project involves the design and implementation of streetscaping along 3rd Avenue. Construction of streetscape from 19th Street to 22nd Street is substantially complete. Construction from 22nd Street to 23rd Street and the 19th Street intersection will be constructed in at a later date in coordination with other significant projects.

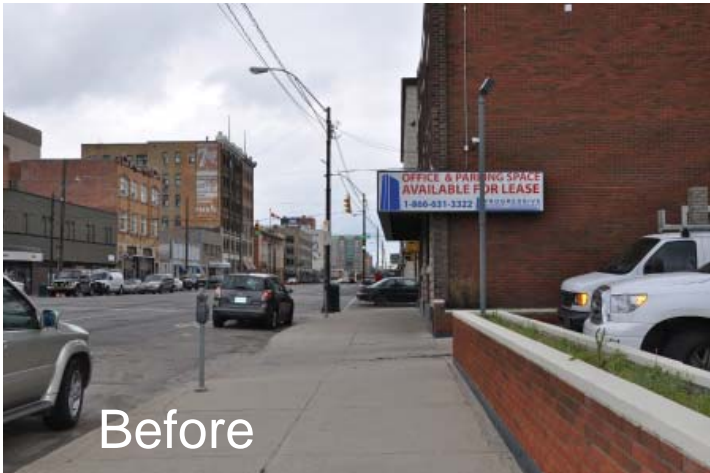
The design of 3rd Avenue strived to be innovative and 3rd Avenue was the first project to incorporate the following features:

- Bus loading bulbs installed to improve transit operations
- Underground soil cells to improve street tree health
- A combination of lighting types to provide a very broad light spectrum at night
- Full cut off light fixtures
- Restoration and reuse of heritage light poles
- Bottle recycling shelf on all trash units

3rd Avenue has blossomed into a pedestrian friendly street while accommodating all modes of transportation from transit to cycling to motor vehicles.



3rd Avenue Streetscape Project Update



Before



After



After



After

UD CITY WIDE 2013 CAPITAL BUDGET TEN-YEAR PLAN

Approved April 24, 2013

STREETSCAPE RESERVE	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
OPENING BALANCE	1,549,661	574,182	1,324,982	60,782	280,782	484,782	672,782	94,782	250,782	390,782	514,782	622,782
LAND BANK ADMIN FEE REVENUE CONTRIB. TO STREETSCAPE RES	281,982	250,800	235,800	220,000	204,000	188,000	172,000	156,000	140,000	124,000	108,000	92,000
RETURN TO SOURCE	342,539	500,000										
TOTAL FUNDS AVAILABLE	2,174,182	1,324,982	1,560,782	280,782	484,782	672,782	844,782	250,782	390,782	514,782	622,782	714,782
CAPITAL	(1,600,000)	0	(1,500,000)	0	0	0	(750,000)	0	0	0	0	0
BALANCE	574,182	1,324,982	60,782	280,782	484,782	672,782	94,782	250,782	390,782	514,782	622,782	714,782
CITY WIDE												
City Entrance Signs												
West Spadina Promenade Extension (Broadway Bridge to Traffic Bridge)												
Mid Spadina Promenade Extension (25th Street to Queen Street)												
North Promenade Extension (Queen Street to Weir)												
College Drive												
Central Avenue	1,600,000		1,500,000				750,000					
33rd Street												
8th Street												
22nd Street (Idywyld to Laurier Dr)												
2nd Avenue (25th Street to 33rd St.)												
Airport Drive Median (Cynthia Street to 45th Street west)												
Idywyld Drive												
TOTAL CAPITAL	1,600,000	-	1,500,000	-	-	-	750,000	-	-	-	-	-

Note:
All projects and schedules are subject to regular review and revision by the Urban Design Committee

Central Avenue Streetscape Project Update

This project involves the design and implementation of streetscaping along Central Avenue. Construction of Phase 1 streetscape from 109th Street to 110th Street is substantially complete. Construction of Phase 2 from 111th Street to 112th Street will be constructed in 2014.

The design of Phase 2 will be consistent with Phase 1 and it is proposed that the addition of bus loading bulbs be reviewed with Transportation and Transit to determine if they are appropriate and desired for Central Avenue.

Phase 3 is proposed from 112th Street to north of the railway tracks and will address the pedestrian crossing of the railway in order to improve pedestrian safety. Timing of Phase 3, currently scheduled for 2018, will depend on funding availability and negotiation with the railway company.



Central Avenue Streetscape Project Update



After



After



Before



After

His Worship the Mayor and City Council
The City of Saskatoon

REPORT
of the
ADMINISTRATION AND FINANCE COMMITTEE

Composition of Committee

Councillor T. Paulsen, Chair
Councillor D. Hill
Councillor A. Iwanchuk
Councillor Z. Jeffries
Councillor E. Olauson

1. Street Activity Baseline Study Update
(Files CK. 5605-3 x 5000-1)

RECOMMENDATION: that the information be received.

Attached is a report of the General Manager, Community Services Department dated December 19, 2013 providing an update on the 2011 Street Activity Baseline Study indentifying changes in street activity, and the performance and perceptions of the Community Support Program, after one year of a two-year pilot program.

Copies of the Street Activity Baseline Study Update 2013 are available on the City's website at www.saskatoon.ca (click "R" for Reports to Council), in the City Clerk's Office, and at the Frances Morrison Main Branch of the Saskatoon Public Library.

Your Committee was informed that the Study has been circulated to the Broadway, Downtown, and Riversdale Business Improvement Districts for review, and a full report on the Community Support Program pilot project will be forthcoming in March 2014, addressing the future of the program and funding requirements.

Following review of this matter, your Committee submits the report to City Council for information.

2. Bicycle Program Update
(Files CK. 6000-5 x 5300-5-5 and IS. 0375-2)

- RECOMMENDATION:**
- 1) that the information be received; and
 - 2) that the Administration report to the Administration and Finance Committee by April, 2014 regarding:
 - a) representation from Saskatoon Cycles on the Cycling Advisory Group; and
 - b) a broader plan for the Bicycle Program.

Attached is a report of the General Manager, Transportation and Utilities Department dated November 21, 2013 providing an update on cycling programs and infrastructure throughout the city that is required to ensure proper connectivity for cyclists.

Your Committee held discussions regarding the following matters:

- Public consultation process as it relates to priority locations (i.e. input from residents/cyclists in suburban neighbourhoods);
- Concern with connectivity to core area corridors from suburban areas;
- Preference for dedicated bike lanes versus shared lanes with vehicles; and
- Further reporting on a broader plan for the Bicycle Program.

Your Committee heard from a representative of Saskatoon Cycles regarding the public consultation process, indicating concern that there is no input from Saskatoon Cycles. It was suggested that members of Saskatoon Cycles provide input on recommendations for routes, with the City providing signage and mapping.

Following review of this matter, your Committee is recommending that a further report be provided by the Administration by April 2014 regarding representation on the Cycling Advisory Group by Saskatoon Cycles and a broader plan for the Bicycle Program.

**3. Enquiry – Councillor R. Donauer (December 10, 2012)
Stop Signs – Whiteswan Drive and Pinehouse Drive
(File No. CK. 6280-1)**

- RECOMMENDATION:**
- 1) that the information be received; and
 - 2) that the Administration be requested to complete a sound study at the Whitehouse Drive and Pinehouse Drive three-way stop location during the summer season, and report back to the Administration and Finance Committee with results and recommendations.

Attached is a report of the General Manager, Transportation and Utilities Department dated November 5, 2013 providing information in response to an enquiry from Councillor Donauer regarding the feasibility of eliminating the stop signs on Whiteswan Drive at Pinehouse Drive and installing a roundabout to control traffic.

The initial enquiry was due to sound issues generated from traffic in the neighbourhood and Meewasin Park, partially due to traffic accelerating from the three-way stop at this location.

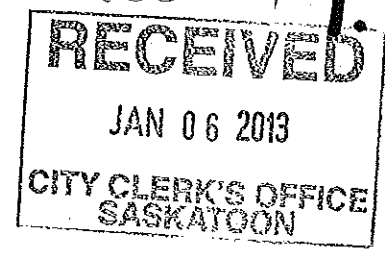
Your Committee was made aware that there will be a forthcoming report on the Noise Bylaw dealing with loud vehicles/motorcycles, and that there are two issues to consider. The first issue being enforcement and the City is looking at what other jurisdictions are doing in this regard. The second issue is the measurement of sound levels. The problem is finding technology for a successful prosecution.

Following review of this matter, your Committee submits the above recommendations.

Respectfully submitted,

Councillor Paulsen, Chair

5605-3
x 5000-1



TO: Secretary, Administration and Finance Committee
FROM: General Manager, Community Services Department
DATE: December 19, 2013
SUBJECT: Street Activity Baseline Study Update
FILE NO.: PL 5400-125

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

TOPIC AND PURPOSE

The purpose of this report is to provide an update on the 2011 Street Activity Baseline Study to identify changes in street activity and the performance and perceptions of the Community Support Program (CSP), after one year of a two-year pilot program.

REPORT HIGHLIGHTS

1. Overall, people continue to feel safe in Saskatoon.
2. Despite its short existence and limited staff, the CSP is beginning to have a positive impact on safety perceptions. However, impact levels are difficult to assess after only one year.
3. Although few residents know the CSP by name, when given a name and description, 41 percent of residents are aware of the program. More emphasis on increasing awareness of program is needed.

STRATEGIC GOAL

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life by ensuring Saskatoon is a warm, welcoming, and well managed people place. This goal is supported by reducing and preventing crime in the city, increasing public perceptions of safety, and by identifying health and safety as top priorities.

BACKGROUND

At its March 26, 2012 meeting, City Council approved a two-year contract with the Downtown Business Improvement District (The Partnership) to deliver the CSP Pilot Project. As part of this CSP Pilot Project, an update to the Street Activity Baseline Study was to be conducted after one year (the CSP Program started in July 2012).

REPORT

The attached report is the Street Activity Baseline Study Update 2013. This report was prepared by Insightrix Research Inc. It was conducted as a follow up to the 2011 Street Activity Baseline study to examine changes in perceptions regarding safety and street activity in Saskatoon and the Downtown, Broadway, and Riversdale Business Improvement Districts and identify awareness levels and perceived impact of the CSP.

The Street Activity Steering Committee will be reporting to City Council through the Administration and Finance Committee in early 2014, with recommendations on the CSP Pilot Project. The Street Activity Baseline Study update will be part of the foundation for this report.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

The Street Activity Baseline Study Update has been circulated to the Broadway, Downtown, and Riversdale Business Improvement Districts (BIDs) for review and discussion.

COMMUNICATION PLAN

A communication plan is being drafted and will be identified in the CSP Pilot Project review in early 2014. (Comments from the BIDs will be included in the upcoming report on the CSP Pilot Project from the Street Activity Steering Committee).

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

A full report on the CSP Pilot Project will be submitted to the Administration and Finance Committee and City Council by March 2014.

PUBLIC NOTICE

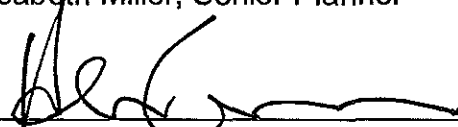
Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

ATTACHMENT


- 1. Street Activity Baseline Study Update 2013

Written by: Elisabeth Miller, Senior Planner

Reviewed by:


Alan Wallace
Director of Planning and Development

Approved by:


Randy Grauer, General Manager
Community Services Department
Dated: December 23, 2013

cc: Murray Totland, City Manager

STREET ACTIVITY BASELINE STUDY UPDATE 2013



Executive Summary

BACKGROUND AND METHODOLOGY

The 2013 Street Activity Baseline Study Update is a follow-up to the 2011 Street Activity Baseline study.

The objectives of this study are to examine the following:

- Changes in perceptions since the 2011 study regarding safety and street activity in Saskatoon and the three Business Improvement Districts (BIDs): Downtown, Broadway, and Riversdale
- Awareness levels and perceived impact of the Community Support Program (CSP)

In order to meet these objectives, Insightrix Research employed several research methodologies including the following:

- An online street activity and CSP perceptions study with Saskatoon residents
- Intercept interviews with the general public and businesses (owners, supervisors, and managers) in the three BIDs
- A focus group with residents of the Lighthouse Supported Living facility
- An online bulletin board with service providers
- In-depth interviews with the CSP Officers

Specific details on each of these can be found in the Methodology section of this report.

PERCEPTION-BASED STUDY

As with the 2011 study, it is important to note that this is a perception-based study meaning that each of the groups examined provided answers based on their own perceptions rather than established facts. Perceptions are important to know as they form the basis of residents' beliefs regarding safety and the impact of the CSP in Saskatoon. Additionally, gaps between perception and

reality can be identified in order for communication campaigns to be optimized accordingly.

KEY THEMES

The following are the key themes that emerged from the research.

Program's Positive Impact

Overall, there is a definite feeling that negative street activity is declining in Saskatoon. Some of this is attributed to the CSP but many, businesses in particular, feel that it is too early to tell as the program has only been in existence for one year.

Addressing the Root Cause

Although the levels of street activity are seen as changing for the better, many stress that addressing the root causes of the activity is still of key importance. In Saskatoon, the most pressing issues are perceived to be poverty, housing, and addictions.

Program Awareness and Familiarity need to Increase

Unaided awareness of the CSP and what it does is low, especially among the general public.

In the online study of Saskatoon residents, only 4% knew the program by name without being prompted. Once given the name of the program, 35% of residents say they have heard of it. When provided with a description of the program, this increases to 41%.

Since awareness increases once a name and description is provided, there is a need to improve communication about the program objectives and accomplishments.

Differences among Areas

Each of the three BIDs has a unique feel and identity, as well as different types and levels of street activity. As such, any programs seeking to address street activity in each area should be tailored appropriately.

Downtown: Seen as the hub of the city, with a good selection of restaurants and shopping, Downtown is a heavy traffic area. As such, it is an ideal place for panhandlers to situate themselves. As with previous years, this is not seen as more than just “annoying.” Loitering and “sketchy” people continue to be a concern, but it is generally agreed that this has declined over the past few years. The closure of the McDonald’s and Olympia restaurants is seen as being a key reason, although it is unclear if those who used to congregate around the restaurants are gone or have simply moved further down 2nd Avenue. CSP Officers say that they engage in a mix of bylaw enforcement and community outreach in the Downtown area.

Broadway: When asked about street activity in the area, people and businesses in the area are far more likely to talk about the wide variety of festivals than the various negative types of street activity. There is some panhandling in the area, but of more concern is street activity related to festivals and bars (noise, intoxicated people, garbage, etc.). Buskers are seen as part of the feel and atmosphere of the area and as providing entertainment. CSP Officers note that their primary role in this area is bylaw enforcement.

Riversdale: Many noted that the area is becoming more vibrant and more of a destination area than it has been in the recent past. However, the area is still associated with many of the more negative and more serious street activities. Drug use, prostitution, and crime are activities that come up in many interviews. CSP Officers say that community outreach is their main focus here. Those who live and work in the area often note, however, that the area has a worse reputation than it deserves.

Recognizability

Although a few among the general public, businesses, and service providers have questioned the effectiveness and recognizability of having the CSP Officers wear uniforms, program officers note that while, at first glance the uniforms may be confusing, they are actually well-known among those with whom they interact most often. Officers say that those who need to know who they are know them almost immediately.

Conclusions from the Perceptions Study with Saskatoon Residents

The following are conclusions drawn specifically from the online perceptions study done with residents of Saskatoon.

- Overall, people continue to feel safe in Saskatoon.
 - Of the three specific areas examined, Broadway is perceived as being the safest, followed by the Downtown area and Riversdale.

- Few Saskatoon residents (4%) know the CSP by name. Once given the name, awareness of the program increases to 35%. After being given a description, this increases to 41%.
 - Despite this level of awareness, familiarity with the program (i.e., knowing what the program is designed to do) among those aware of it is low.
 - While it is not necessary for the public to be aware of all details of the program, it will be beneficial to share success stories in order to help educate Saskatoon residents about the purpose and accomplishments of the program in order to increase support.

- Despite its short existence and limited staff, the CSP is beginning to have a positive impact on safety perceptions.
 - Some Saskatoon residents believe that the program is making the BIDs safer (between 25% and 31%, depending on the area) and is effective at addressing the less serious of street activities (between 25% and 34%, depending on the activity).

RECOMMENDATIONS

Indications are that the CSP is having a positive impact in each of the three BIDs, although impact levels are difficult to assess as the program has only been running for one year.

Recommendations moving forward include the following:

- **Continue the Community Support Program.**
 - Although the program has been running for only one year, those who are familiar with the program believe it is having an impact. Those who are unfamiliar with the program believe it is a good idea.
- **Increase staffing levels.**
 - Five people do not seem to be enough to run the program effectively given the large area of operations.
- **Continue to clarify and communicate the program objectives and purpose to all three groups identified in the Community Support Program mandate: the public, business owners, and vulnerable persons.**
 - Awareness and familiarity with the program, especially among the public, could be higher.
 - It may be of benefit to give the program a catchier, more memorable name or acronym.
- **Use this study as a benchmark to track future progress.**
 - Since the program has only been in existence for one year, this study establishes a perception benchmark. It is recommended that the program be tracked and in two years, another study be conducted to examine any changes in public perception and gauge the impact of the program in the areas of operation (Downtown, Broadway, and Riversdale).

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INTRODUCTION & METHODOLOGY



Introduction

In 2011, the City of Saskatoon commissioned a research project aimed at measuring and understanding street activities in Saskatoon and, more specifically, in the three Saskatoon Business Improvement Districts (BIDs): Downtown, Broadway, and Riversdale.

To spearhead this, the Street Activity Steering Committee was established, and it included members from the three BIDs, the Saskatoon Anti-Poverty Coalition, the Saskatoon Police Service, and civic staff.

In July 2012, based on results from this study, the City of Saskatoon established the Community Support Program (CSP). CSP Officers address issues related to street activity in the three BIDs by engaging with the public, businesses, and vulnerable persons.

In 2013, this follow-up study was commissioned to examine

- Changes in perceptions since the 2011 study regarding safety and street activity in Saskatoon and the three BIDs: Downtown, Broadway, and Riversdale

- Awareness levels and perceived impact of the CSP

This report details the results of the 2013 study.

Methodology

In order to meet the research objectives, a number of key stakeholders were identified who would need to be consulted. These included the residents of Saskatoon, members of the general public, and businesses in the BIDs, service providers, vulnerable persons, and the CSP Officers.

A detailed methodology is provided below for each research method.

ONLINE PERCEPTIONS SURVEY OF SASKATOON RESIDENTS

An online survey of Saskatoon residents was conducted in order to obtain public perceptions and opinions of safety and street activity in the three BIDs, as well as the city as a whole. Additionally, questions were asked to determine perceptions, opinions and awareness of the CSP.

Data were collected between June 13th and June 26th, 2013 using Inshtrix's online SaskWatch Research™ panel, which consists of over 14,000 Saskatchewan residents.

In total, 636 respondents completed the study. Quotas were set by age, gender, postal code, and Aboriginal ancestry. As such, results can be considered representative and extrapolated to the population of the city as a whole.

INTERCEPT INTERVIEWS

Trained Inshtrix interviewers conducted intercept interviews with businesses (owners, supervisors, and managers) and the general public in the three BIDs: Downtown, Broadway, and Riversdale. When possible, vulnerable persons in the area were also interviewed. Efforts were made to interview a wide variety of Saskatoon residents.

In total 182 interviews were conducted: 65 with owners, supervisors, and managers at businesses in each BID (22 Downtown, 22 in Broadway, 21 in Riversdale) and 117 with the general public (35 Downtown, 43 in Broadway, 39 in Riversdale). Interviews were conducted between August 6th and 9th, 2013.

FOCUS GROUP WITH VULNERABLE PERSONS

To obtain the perspective of Saskatoon residents considered as vulnerable, a focus group session was held at the Saskatoon Lighthouse Supported Living Shelter.

Insightrix worked with the Lighthouse to ensure that the group contained a mix of different people and experiences. Participants included a mix of ages, genders, and races. Additionally, the group included people who had been at the Lighthouse for various lengths of time, ranging from four days up to nineteen years. All participants were familiar with the CSP.

The focus group was held on August 7th, 2013 with seven residents of the Lighthouse.

BULLETIN BOARD WITH SERVICE PROVIDERS

Service providers (those who work with the vulnerable persons of Saskatoon) were invited to an online bulletin board where they were presented with a series of questions and asked to provide their perspectives.

A total of 38 service providers were invited to participate, with 23 agreeing to participate. Reminders were sent periodically to maximize participation. In total, 11 people (29%) signed in to the bulletin board and provided their feedback. The bulletin board was open to service providers from July 15th to August 12th, 2013.

IN-DEPTH INTERVIEWS WITH COMMUNITY SUPPORT PROGRAM OFFICERS

Finally, all five CSP Officers were interviewed via telephone by Insightrix researchers. Interviews took place August 29th, 2013.

SASKATOON RESIDENTS' PERCEPTIONS



Saskatoon Residents' Perceptions

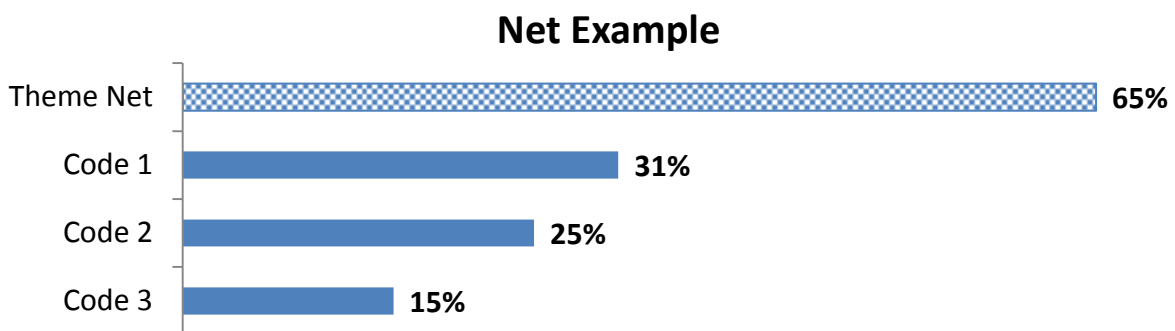
In order to examine the perceptions of Saskatoon residents regarding safety and street activity in the city as well as in the three BIDs, Inshtrix conducted an online study. Examining perceptions of residents is important because they are what people believe to be true, regardless of whether they are or not and form the basis for their beliefs regarding the city and its neighbourhoods.

The study also examined awareness and perceptions of the CSP that was introduced in July of 2012.

Data were collected between June 13th and June 26th, 2013 using Inshtrix's SaskWatch Research™ panel, which consists of over 14,000 Saskatchewan residents. In total, 636 respondents completed the study. Quotas were set by age, gender, postal code, and Aboriginal ancestry. As such, results can be considered representative and extrapolated to the population of the city as a whole.

Notes on Reporting

- Each question includes a base description (n=#) which details the number of respondents who answered each question.
- Statistically significant differences are highlighted where applicable. For this report, an alpha value of less than 0.05 is considered statistically significant. This means there is less than a 5% chance that the results would have occurred by chance (i.e., the results would be the same 19 times out of 20). Statistically significant differences are noted using “▲” and “▼.”
- Where appropriate, results have been compared across the different waves of the study.
- All figures are rounded to no decimal places. Due to rounding, percentages may not sum to 100%.
- A selection of comments is provided for applicable open-ended questions. These comments are included to help provide context to the provided top answers and are not meant to be a complete list.
- Similar themes and codes are organized into net themes based on overarching commonalities in the content of responses (i.e., positive or negative mentions). Net responses include individual, coded themes in order to illustrate the overarching themes that emerge from open-ended questions. Nets are coded in a different pattern, and all codes underneath this color are included in the net. The percentages of individual codes may not add up to the net total as multiple responses may be possible.



KEY FINDINGS

Perceptions of Safety

- Consistent with the 2011 results, most Saskatoon residents (89%) feel safe in the city in general.
- Broadway is seen as being the safest of the three areas examined, both during the day and at night.
 - This is consistent with 2011, with the exception of the increase in feeling safe in Riversdale at night (14% up to 20%).
 - Business owners in general are more likely than non-business owners to feel unsafe in Riversdale during the day (43% vs. 29%).

Feel safe	Day		Night	
	2011	2013	2011	2013
Downtown	91%	88%	44%	42%
Broadway	93%	93%	60%	60%
Riversdale	57%	61%	14%	20%

- Saskatoon residents have a wide range of views regarding what is considered the safest area in the city.
 - The perceived least safe areas in the city are Riversdale (22%), Pleasant Hill (10%) and Downtown (8%)
- Most commonly, residents of Saskatoon have witnessed or encountered the following:
 - Panhandling (88%)
 - Groups of young people (87%)
 - This has declined slightly since 2011 (91%)
 - Loitering (82%)

- While residents believe that the following have a negative impact on public safety, the table below shows how proportions have declined for almost all activities since 2011:

Negative impact on safety:	2011	2013	Difference
Busking	8%	8%	0%
Groups of young people	16%	14%	-2%
Loitering	38%	30%	-8%
Panhandling	52%	38%	-14%
Prostitution	75%	68%	-7%
Public drunkenness	67%	63%	-4%
Drug trafficking	90%	88%	-2%
Street fights	91%	86%	-5%

- In each BID, street activity is most commonly seen
 - Downtown – Mostly around 2nd Avenue and 21st Street
 - Riversdale – Mostly around 20th and 22nd Street
 - Broadway – Mostly at the corners of Broadway and 11th Street, and Broadway and Main Street
- Compared with 2011, fewer residents believe that panhandling (49% down to 41%) and street fights (36% down to 30%) have been increasing over the past three years.

Community Support Program

- Unaided (no name or description given), 4% of Saskatoon residents refer to the CSP when asked what comes to mind regarding methods or programs currently used to address street activity.
 - When given the name, 35% say they have heard of the program. Once provided with a description of the program, this number increases to 41%.
 - When asked for a description, those who say they have heard of the program have a more or less correct idea, but they lack specificity.
 - Top answers include
 - Helping communities (31%)
 - Special police/community workers (22%)
 - Monitor street activity (17%)
- Most of those aware of the CSP program (93%) are aware that a CSP Officer is different from a Police Officer.

- Those who are aware of the program most commonly say they do not recall seeing one of the officers (49%). The remainder recall seeing CSP Officers in the following areas:
 - Downtown (42%)
 - Riversdale area (20%)
 - Broadway (15%)
- A minimum of 25% of Saskatoon residents who are aware of the program believe the presence of the CSP Officers has increased safety in each area:
 - Downtown (31%)
 - Broadway (25%)
 - Riversdale (25%)
- Currently, about one-third (30%) believe the program overall is effective in addressing issues related to Street Activity.
 - Those who do not say it is because they have not seen or heard of a difference (29%) or believe there is still a problem to be addressed (18%).
- One-quarter (25%) or more of Saskatoon residents who have heard of the program believe that it has been effective in addressing street activity including the following:
 - Panhandling (34%)
 - Busking (30%)
 - Loitering (27%)
 - Groups of young people (27%)
 - Street fights (26%)
 - Public drunkenness (25%)
- Fewer residents feel that the program is effective at addressing the more serious street activities such as prostitution (16%) or drug trafficking (16%).

Addressing the Issue

- With the exception of increased fines and jail time, more than three-quarters of Saskatoon residents believe all the actions/supports examined would be effective in reducing negative street activity in Saskatoon, with the top two being
 - Increased mental health supports (85%)
 - Increased policing (85%)

TOP-OF-MIND IMPRESSIONS

Safety – Walking and Cycling

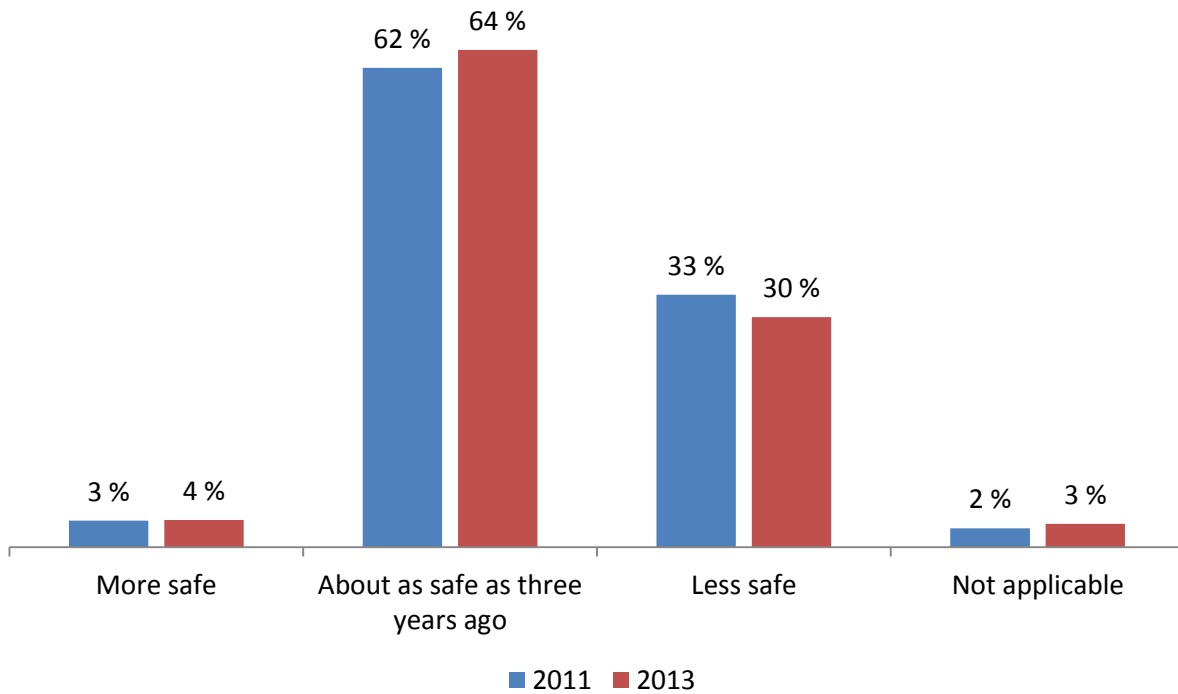
As with the 2011 study, the vast majority of Saskatoon residents (89%) feel safe. Note however, that the proportion of those who currently feel very safe (32%) has increased slightly since 2011 (28%).



Q6. This study is about your impressions of street activity and public safety in Saskatoon. First of all, overall how safe do you feel walking or cycling in public areas (i.e. streets, parks, outside of businesses) in Saskatoon? Base: All respondents, 2011 n=621, 2013 n=636.

Safety – Compared to Three Years ago

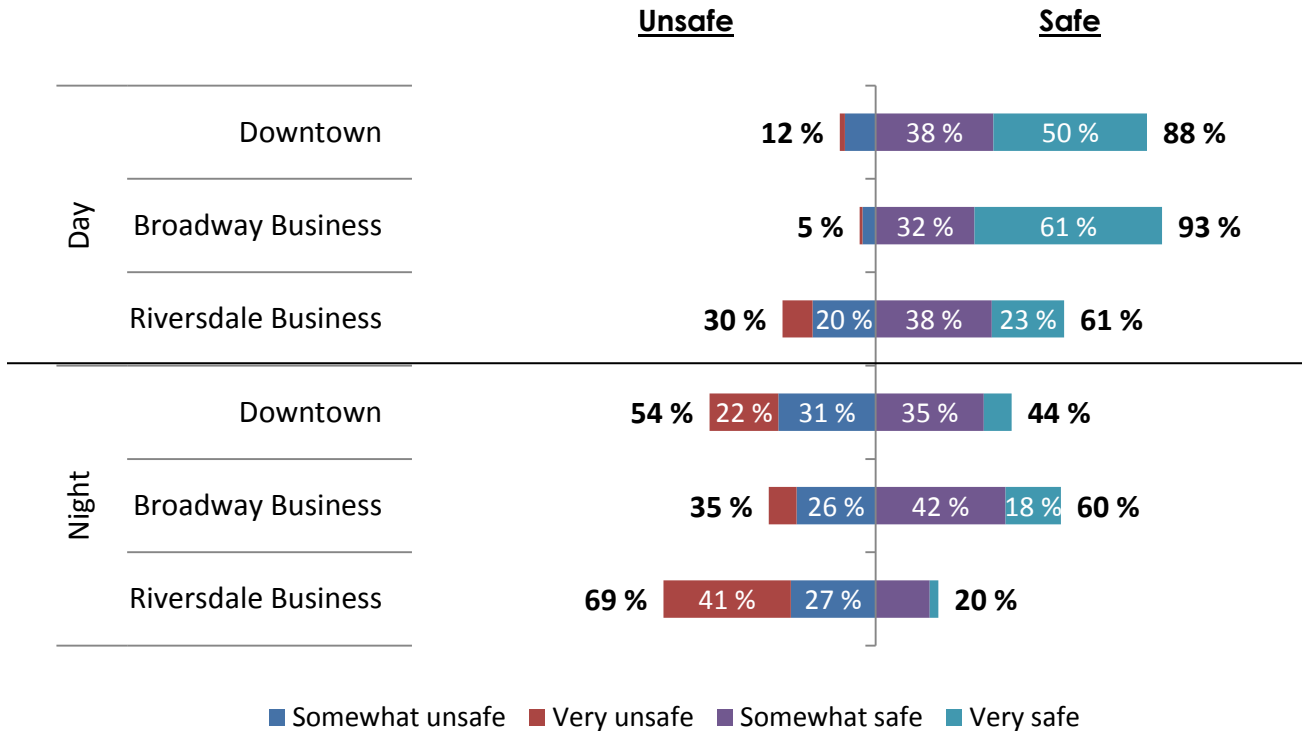
Perceptions of safety in Saskatoon over the past three years have remained more or less constant across both waves of the study, with two-thirds of Saskatoon residents indicating they feel about as safe now as then (64% in 2013 and 62% in 2011).



Q7. Do you feel more or less safe than you did three years ago in Saskatoon? Base: All respondents, 2011 n=621, 2013 n=636.

Safety – Area and Time Specific

Day or night, Saskatoon residents feel safest in the Broadway (Day: 93%, Night: 60%) and Downtown (Day: 88%, Night: 44%) areas. During the day, almost two-thirds of residents feel safe in Riversdale (61%) while one-fifth feel safe in Riversdale at night (20%).



Overall, results have remained more or less the same as 2011. Of note is the increase (7 p.p.) in residents who say Riversdale is safe at night.

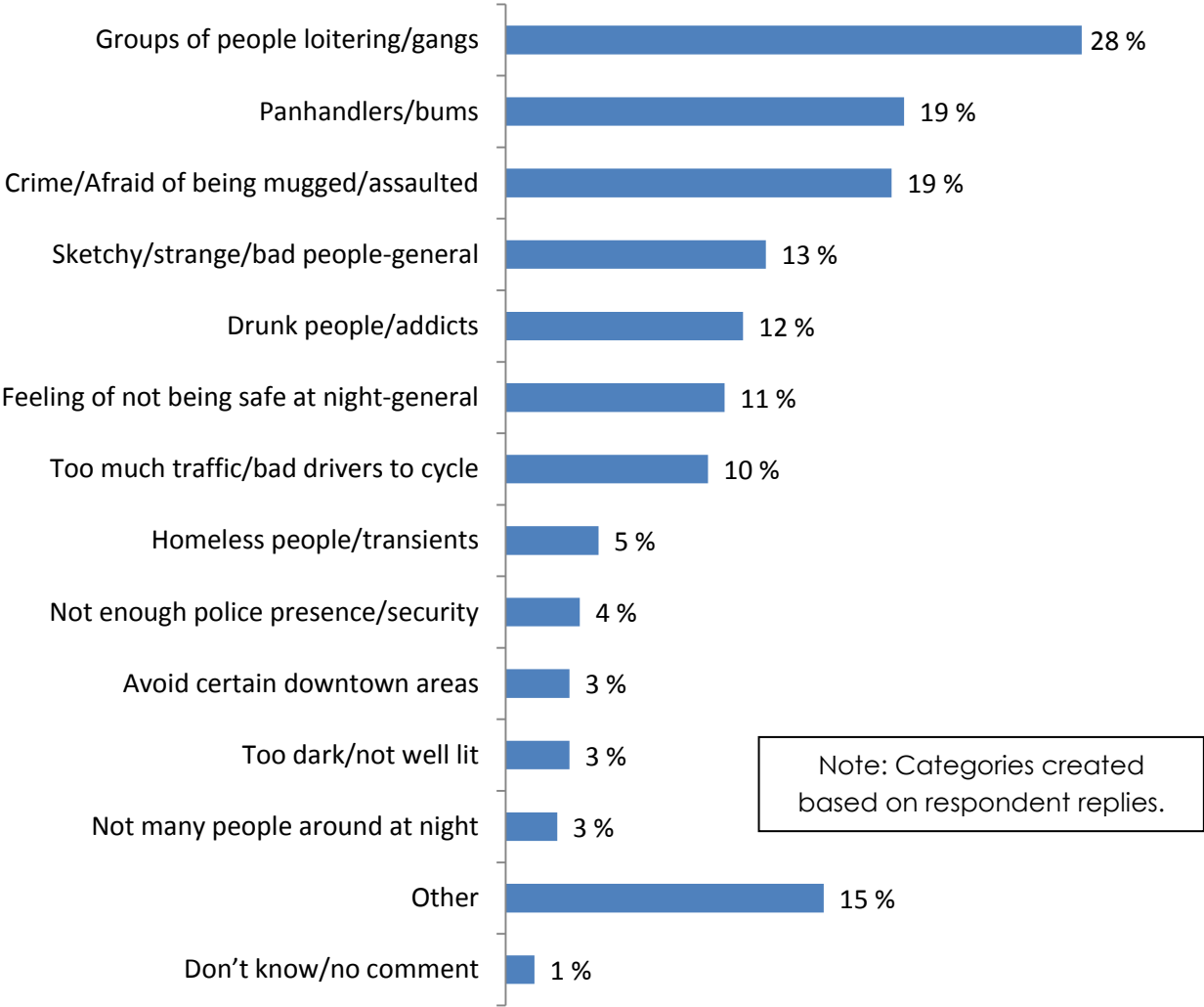
Daytime	% Very or somewhat safe			% Very or somewhat unsafe		
	2011	2013	Difference	2011	2013	Difference
Downtown	91%	88%	-4 p.p.	8%▼	12%▲	4 p.p.
Broadway business	93%	93%	-1 p.p.	4%	5%	1 p.p.
Riversdale business	57%	61%	4 p.p.	34%	30%	-3 p.p.
Night	% Very or somewhat safe			% Very or somewhat unsafe		
	2011	2013	Difference	2011	2013	Difference
Downtown	42%	44%	2 p.p.	56%	54%	-3 p.p.
Broadway business	60%	60%	0 p.p.	34%	35%	0 p.p.
Riversdale business	14%▼	20%▲	7 p.p.	75%▲	69%▼	-7 p.p.

Additionally, business owners in general (43%) are more likely than non-business owners (29%) to say they feel unsafe in the Riversdale area during the day.

Q8. How safe do you feel walking or cycling in each of the following areas of the city and situations? Base: All respondents, 2011 n=621, 2013 n=636. P.P. = Percentage Points. All figures are rounded to no decimal places, so percentages may not sum to 100%. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Reasons for Feeling Unsafe Downtown

Common reasons for feeling unsafe in the Downtown area include groups of people loitering (28%), panhandlers (19%), and a general fear of being mugged or assaulted (19%).



Business owners in general (43%) are more likely than non-business owners (27%) to say they feel unsafe due to groups of people loitering.

Q9. Why do you NOT feel safe walking or cycling in [insert response from Q8]? Base: Those who feel "somewhat" or "very unsafe" walking or cycling Downtown, n=358.

Reasons Given for Feeling Unsafe Downtown – Selected Comments

The people that loiter and are just hanging around gives the perception that trouble is being stirred up.

Some areas of downtown (such as 22nd and 2nd) have loiterers who harass you as you walk by, which is often a very uncomfortable situation.

Because of the type of people who hang around downtown, and hearing of random acts of violence to people in the downtown area in the past.

The type of people that loiter downtown and media reports.

Every time I am downtown with or without someone else I always get approached by un-reputable people asking for money, and they always look like they are strung out on drugs or drunk.

There are lots of homeless people and beggars.

Very shady people walking around and sometimes being approached or harassed for money.

Occasionally there are stories of gang activity; the shooting at a bar recently, for example. Downtown Saskatoon attracts many gangs and low to no income people.

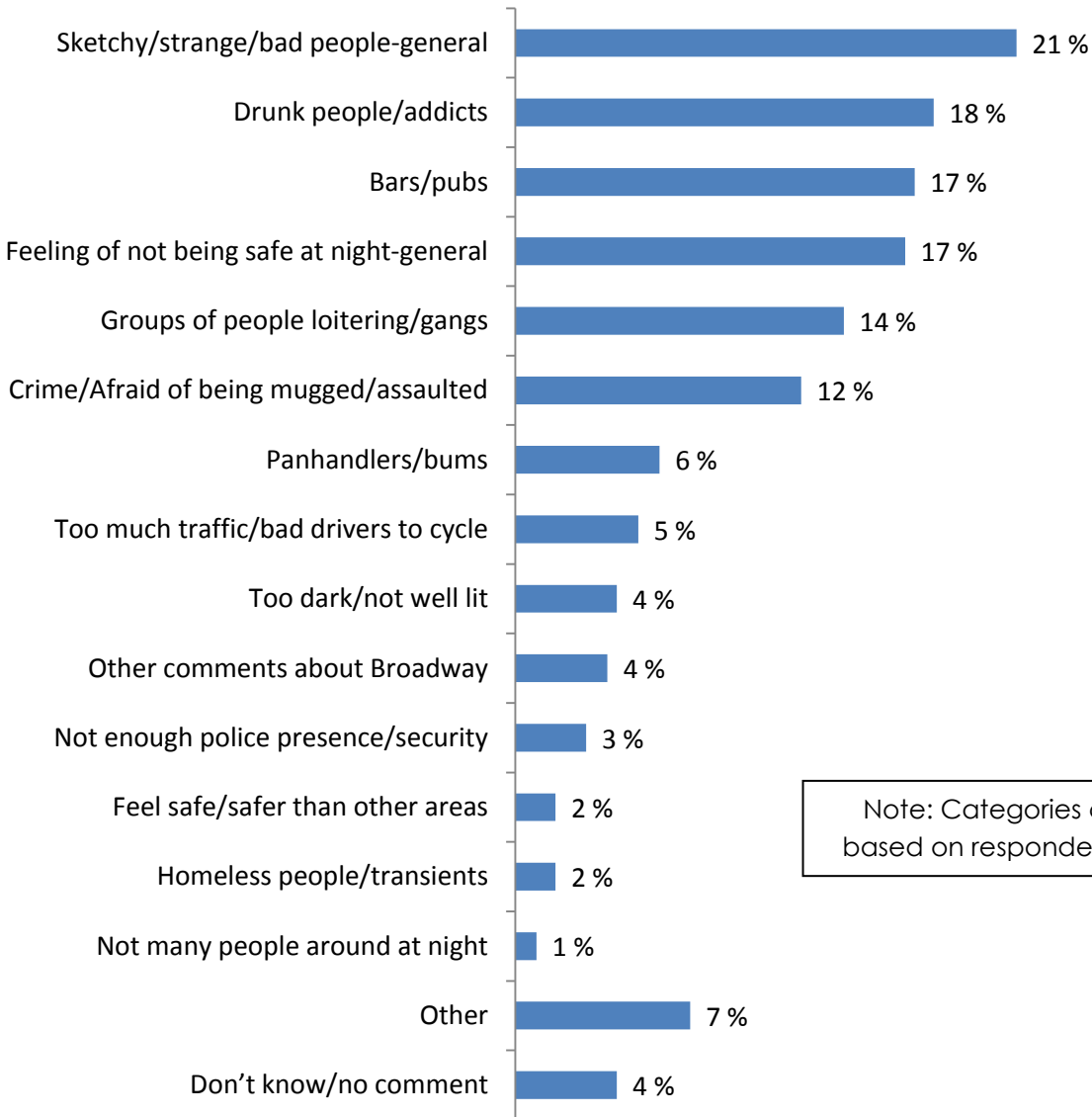
Afraid of being mugged or having my purse grabbed.

Note: Comments were selected to expand on top answers given in the preceding graph.

Q9. Why do you NOT feel safe walking or cycling in [insert response from Q8]? Base: Those who feel "somewhat" or "very unsafe" walking or cycling Downtown, n=358.

Reasons for Feeling Unsafe in Broadway

Most commonly, Saskatoon residents who feel unsafe in the Broadway area cite unpleasant people in general (21%) and people who are drunk or addicts (18%) as their main reasons.



Note: Categories created based on respondent replies.

Q9. Why do you not feel safe walking or cycling in [insert response from Q8]? Base: Those who feel "somewhat" or "very unsafe" walking or cycling on Broadway, n=231.

Reasons Given for Feeling Unsafe in Broadway – Selected Comments

It's a different clientele in this area. The people are more non conformists and their actions are not always predictable. I am not really afraid but I am cautious.

Weird people out at all hours, and who knows if they are just weird or are actually going to rob/assault /start fights, etc.

The youth from the high school have made unsavory suggestions to me and my son.

The type of sketchy people hanging around with no particular reason to be there.

Too many shady characters.

Too many drunken people leaving pubs and bars at night.

Alcohol fueled crazies that exist due to the number of bars in the area.

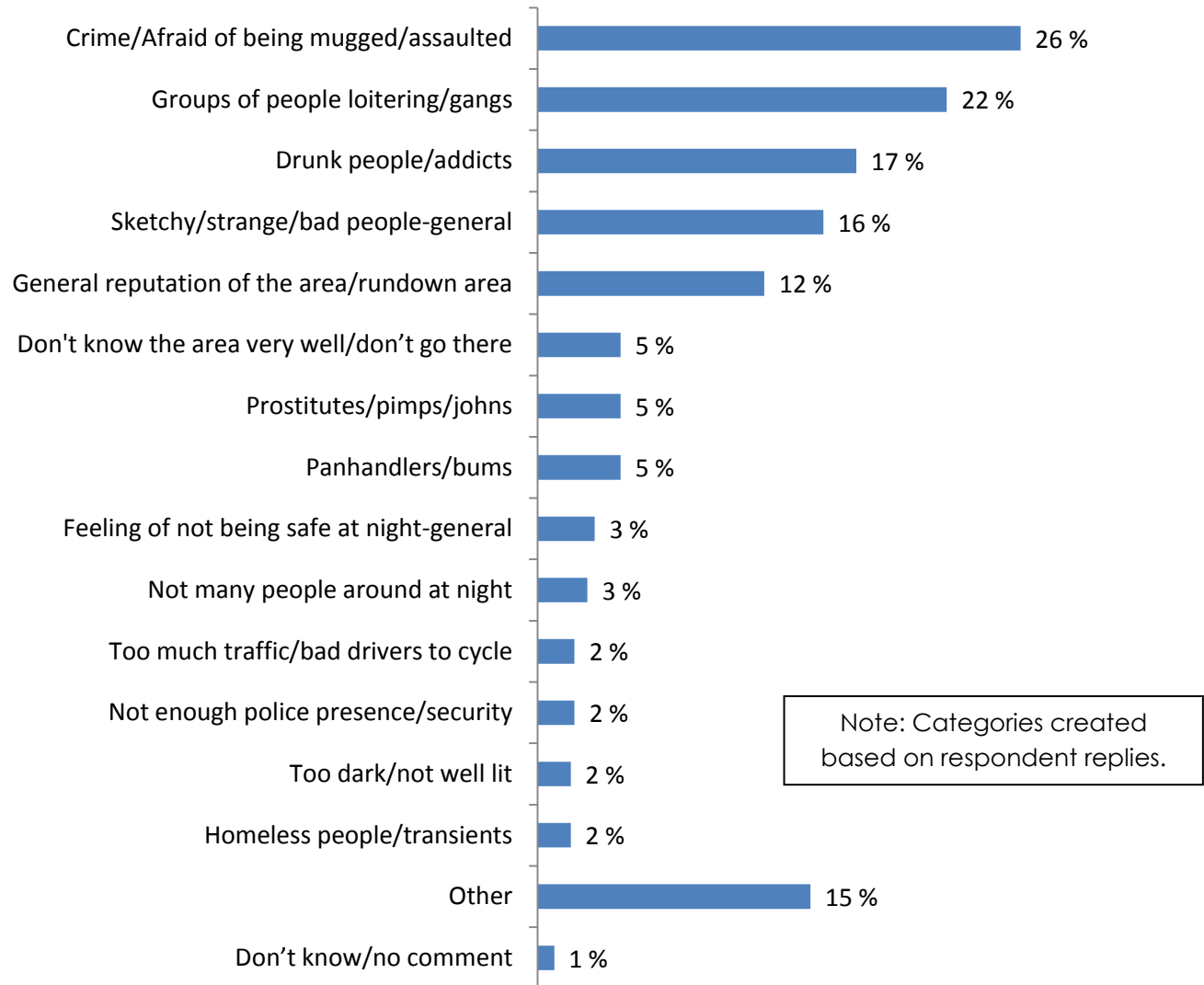
I feel safe during day but again sometimes hassled by people exiting bars or smoking outside of bars, lots of kids hanging out (both white and aboriginal) on Broadway and Main Street who are very belligerent and intimidating.

Note: Comments were selected to expand on the top answers given in the preceding graph.

Q9. Why do you not feel safe walking or cycling in [insert response from Q8]? Base: Those who feel "somewhat" or "very unsafe" walking or cycling on Broadway, n=231.

Reasons for Feeling Unsafe in Riversdale

The main reasons Saskatoon residents say they feel unsafe in Riversdale are a general fear of being mugged or assaulted (26%) and groups of people loitering (22%).



Those aged 18-34 are more likely (22%) than those aged 34-54 (12%) or those aged 54 and over (5%) to say they feel unsafe in Riversdale due to the general reputation of the area.

Men (28%) are more likely than women (17%) to say they feel unsafe in the area due to groups of people loitering.

Q9. Why do you not feel safe walking or cycling in [insert response from Q8]? Base: Those who feel "somewhat" or "very unsafe" walking or cycling in Riversdale, n=446.

Reasons Given for Feeling Unsafe in Riversdale – Selected Comments

Run down area. Rough looking neighborhood. Type of people who live near the area. Lots of crime in the area that you hear about on the news.

Riversdale is known for having a lot more gang activity and drug dealing. More needles are found sitting in the most random places. Break-ins and theft are common in this area of town.

Drugs and alcohol affect many people who are on the streets. There is often news of attacks using knives. I don't think I would be attacked but I could be hurt just by being in the wrong place at the wrong time.

Riversdale is one of the oldest areas in the city and although they are really trying to clean it up the reputation has not been good. I know of families that have had their homes broken into, fires set to garbage cans, people stabbed, shot and the number of old houses that are hideouts for drug dealers.

The Riversdale area has never really felt safe to me. A lot of it is low income and aboriginal families and unfortunately they meet the stereotype with the amount of crime there is in that area.

Higher crime rate than other areas of the city. Home to poorer citizens who are more prone to gang or crime activity.

Just think that whole area is unsafe, gang rumors, not worth the risk at all.

Too many people that look drunk/gang related.

Note: Comments were selected to expand on the top answers given in the preceding graph.

Q9. Why do you not feel safe walking or cycling in [insert response from Q8]? Base: Those who feel "somewhat" or "very unsafe" walking or cycling in Riversdale, n=446.

Perceived Safest Areas

As with previous results, when asked to complete the sentence, “The safest area in Saskatoon is _____,” residents of Saskatoon have a wide variety of opinions. The top two include Silverwood and Lawson Heights (6%) and Willowgrove (6%).

	2011	2013	Difference
Specific neighbourhoods			
Silverwood/Lawson Heights	4%	6%	2 p.p.
Willowgrove	4%	6%	1 p.p.
Stonebridge	4%	5%	1 p.p.
Briarwood area	4%	5%	1 p.p.
University (Hospital) area	5%	4%	-1 p.p.
Lakeridge/Lakeview	2%	3%	1 p.p.
Broadway area	2%	3%	1 p.p.
Downtown	2%	3%	0 p.p.
Nutana area	1%	2%	1 p.p.
River Heights	1%	2%	1 p.p.
College Park	1%	2%	1 p.p.
Erindale	1%	2%	0 p.p.
Montgomery Place	1%	2%	1 p.p.
Wildwood	1%	1%	0 p.p.
Dundonald	1%	1%	-1 p.p.
Hampton Village	1%	1%	0 p.p.
Silverspring	1%	0%	-1 p.p.
Other specific neighbourhoods	7%	15%	8 p.p.
General area mentions			
East side - general	18%	11%	-7 p.p.
Outer edge of the city/suburbs/new areas	7%	6%	-1 p.p.
Familiar areas/own home - general	12%	6%	-6 p.p.
All over/anywhere	4%	3%	-1 p.p.
North end	4%	2%	-2 p.p.
Eighth Street	1%	2%	1 p.p.
Fourth Avenue/Police Station	2%	2%	-1 p.p.
Other General areas	7%	10%	4 p.p.
Other			
Daytime	2%	2%	0 p.p.
Other general	4%	1%	-3 p.p.
Don't know/no comment	14%	8%	-6 p.p.
None	5%	3%	-2 p.p.

Q10. Next we'd like to understand how you feel about public spaces in Saskatoon. Please finish the following sentences: The safest area in Saskatoon is _____. Base: All respondents, n=636. P.P. = Percentage Points.

Perceived Least Safe Areas

When asked “The least safe area in Saskatoon is _____,” residents are more specific. Most commonly, areas cited as least safe include Riversdale (22%), Pleasant Hill (10%), and Downtown (8%). This is more or less consistent with results from 2011.

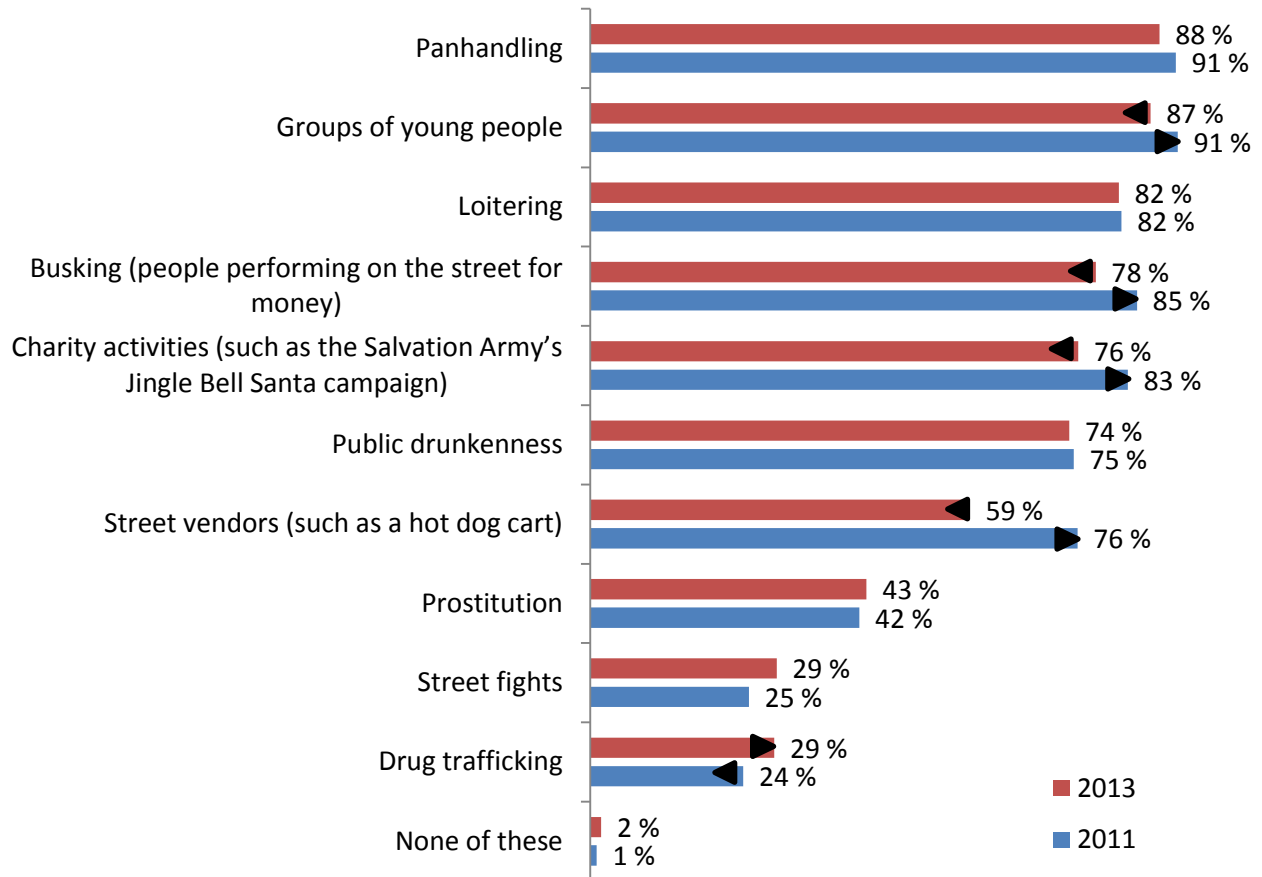
	2011	2013	Difference
Specific neighbourhoods			
Riversdale	24%	22%	-2 p.p.
Pleasant Hill	8%	10%	2 p.p.
Downtown/City centre	7%	8%	1 p.p.
Core neighbourhoods/Inner city	2%	2%	0 p.p.
Confederation Park	3%	2%	-1 p.p.
Meadowgreen	1%	2%	0 p.p.
Caswell Hill	1%	1%	0 p.p.
Mayfair	1%	1%	0 p.p.
Fairhaven	1%	0%	-1 p.p.
Other specific neighbourhoods	5%	4%	-1 p.p.
General area mentions			
20th Street	21%	15%	-5 p.p.
'Alphabet' avenues - general	10%	12%	3 p.p.
West side - general	13%	10%	-4 p.p.
22nd Street	10%	7%	-3 p.p.
Riverbank/Meewasin	1%	2%	1 p.p.
Everywhere/anywhere	3%	2%	-1 p.p.
33rd Street	3%	1%	-1 p.p.
Idylwyld	4%	1%	-3 p.p.
Ave H	2%	1%	-1 p.p.
Ave P	2%	1%	-2 p.p.
Other general area mentions	15%	14%	-1 p.p.
Other			
St. Paul's Hospital	3%	3%	0 p.p.
At night	6%	4%	-2 p.p.
Other general	5%	5%	-1 p.p.
Don't know/no comment	6%	4%	-1 p.p.

Q10. Next we'd like to understand how you feel about public spaces in Saskatoon. Please finish the following sentences: The least safe area in Saskatoon is _____. Base: All respondents, n=636. P.P. = Percentage Points.

Street Activity Prevalence

About three-quarters or more of Saskatoon residents have seen most of the listed street activities. Interestingly, the proportion who have seen most activities has declined since 2011. Of note, the proportion saying they have seen groups of young people has declined (from 91% to 87%), while the incidence of seeing drug trafficking activity has increased (from 24% to 29%).

Proportion who have seen each activity



Those of Aboriginal ancestry are more likely than those who are not to say they have witnessed drug trafficking (45% vs. 26%) and prostitution (73% vs. 39%).

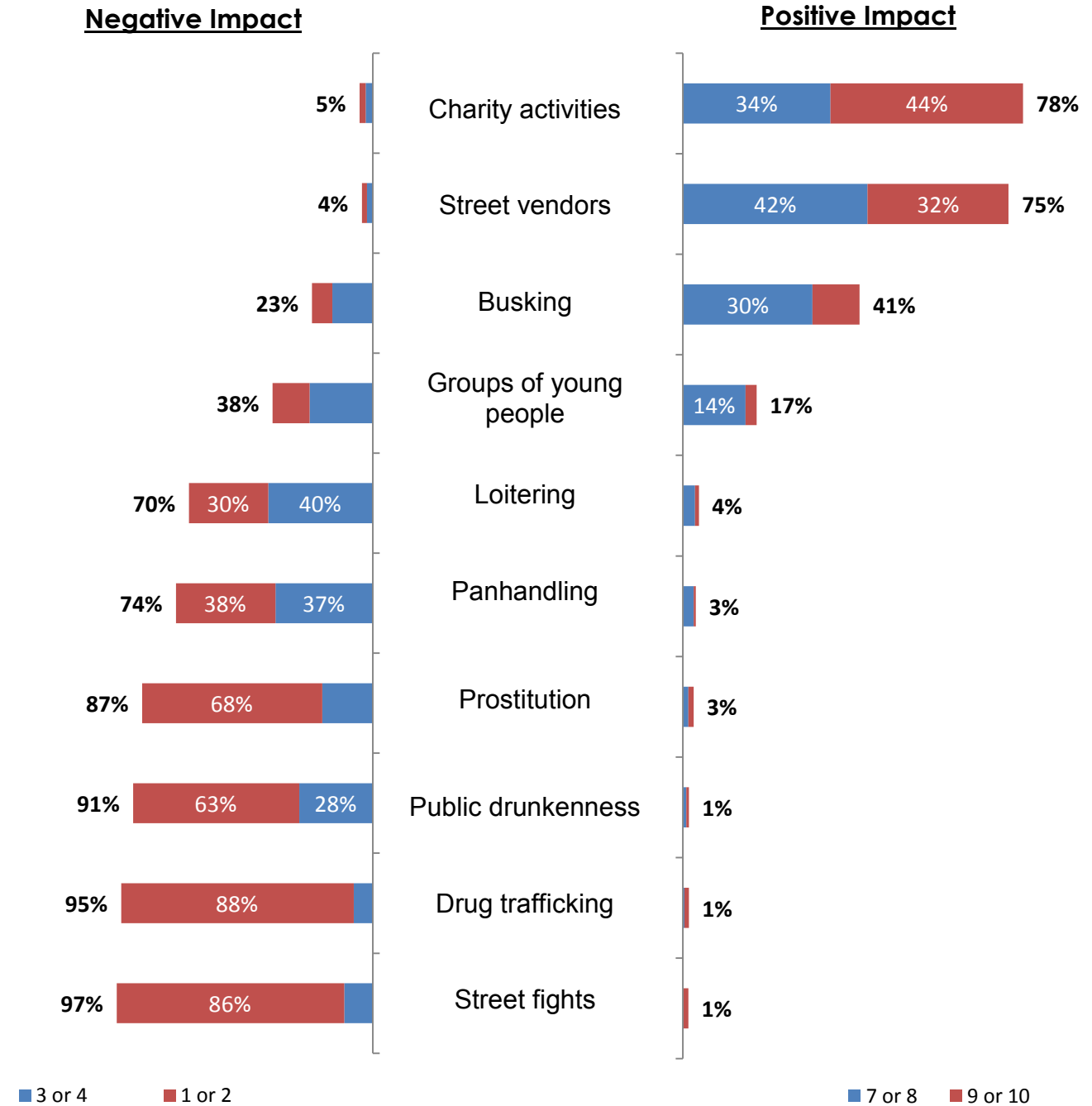
Business owners in general are more likely than non-business owners to say they have witnessed drug trafficking (45% vs. 27%) and public drunkenness (89% vs. 73%).

Those working in the Downtown area are the most likely to have seen panhandling (92% vs. 69% on Broadway and 83% in Riversdale), while those working in the Riversdale area are the most likely to say they have seen prostitution (83% vs. 45% Downtown and 44% on Broadway).

Q11. Which of the following activities have you witnessed or encountered in public areas in Saskatoon, such as on streets, in parks, or outside of businesses, within the past 12 months? Base: All respondents, 2011 n=621, 2013 n=636. All figures are rounded to no decimal places, so percentages may not sum to 100%. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲"

Street Activity Impact on Public Safety

Charity activities (78%) and street vendors (75%) are seen as having the most positive impact on public safety in Saskatoon. Seven in ten or more say that loitering (70%), panhandling (74%), prostitution (87%), public drunkenness (91%), drug trafficking (95%), and street fights (97%) have a negative impact.



Q12. How much of a positive or negative impact does each of the following have on public safety in Saskatoon? Base: All respondents, n=636. All figures are rounded to no decimal places, so percentages may not sum to 100%.

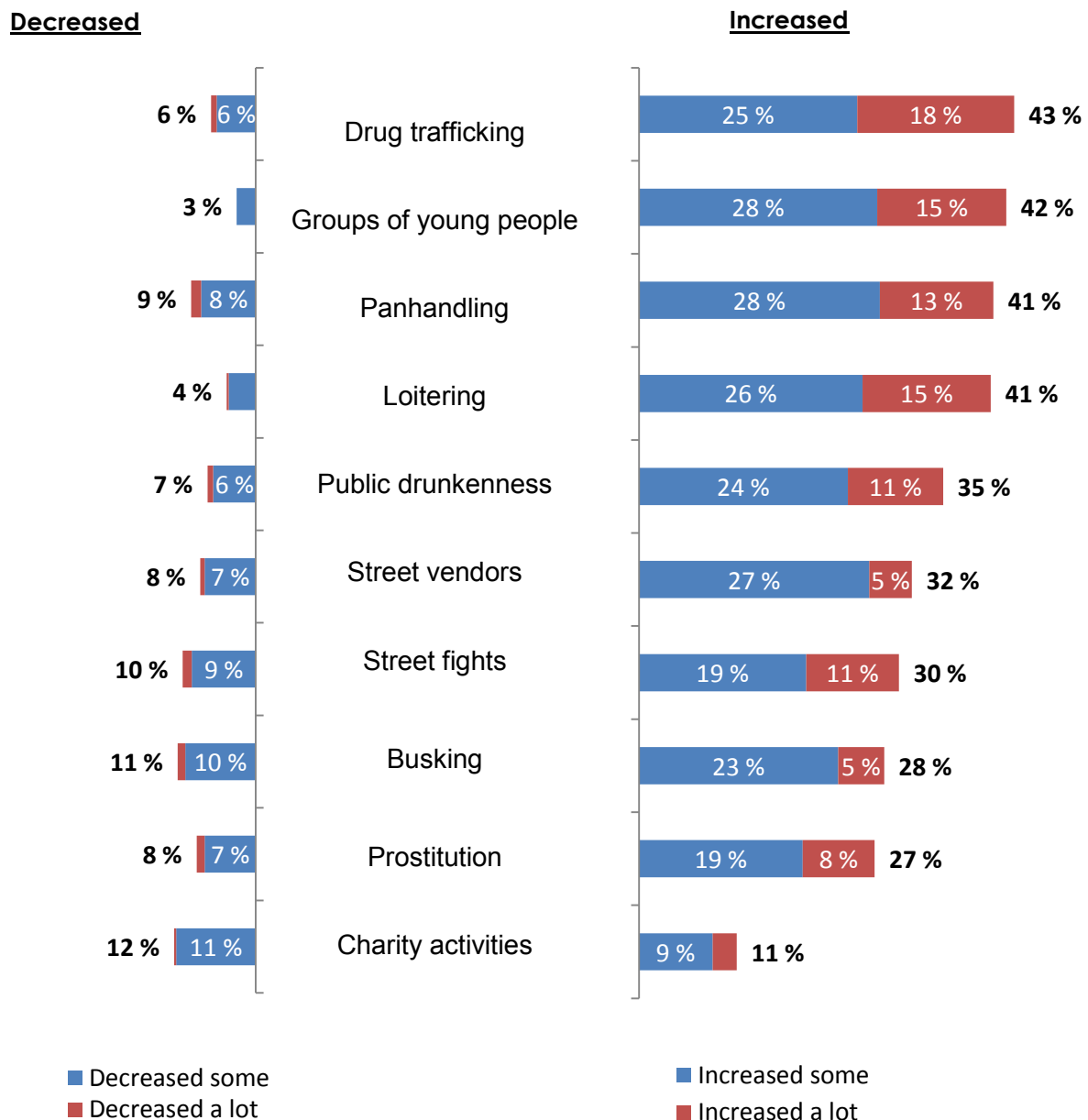
The proportion of residents who say that most street activities have a negative effect has declined since 2011.

	Very positive (9 or 10)			Very negative (1 or 2)		
	2011	2013	Difference	2011	2013	Difference
Charity activities	53% ▲	44% ▼	-9 p.p.	2%	2%	0 p.p.
Street vendors	29%	32%	3 p.p.	2%	2%	0 p.p.
Busking	10%	11%	1 p.p.	8%	8%	0 p.p.
Groups of young people	3%	3%	0 p.p.	16%	14%	-2 p.p.
Loitering	1%	1%	0 p.p.	38% ▲	30% ▼	-8 p.p.
Panhandling	1%	1%	0 p.p.	52% ▲	38% ▼	-14 p.p.
Prostitution	1%	1%	0 p.p.	75% ▲	68% ▼	-7 p.p.
Public drunkenness	1%	1%	0 p.p.	67%	63%	-4 p.p.
Drug trafficking	1%	1%	0 p.p.	90%	88%	-2 p.p.
Street fights	1%	1%	0 p.p.	91% ▲	86% ▼	-5 p.p.

Q12. How much of a positive or negative impact does each of the following have on public safety in Saskatoon? Base: All respondents, 2011 n=621, 2013 n=636. P.P. = Percentage Points. Base: All respondents, 2011 n=621, 2013 n=636. All figures are rounded to no decimal places, so percentages may not sum to 100%. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Street Activity Change

Four in ten Saskatoon residents believe that drug trafficking (43%), groups of young people (42%), panhandling (41%), and loitering (41%) have increased as compared to three years ago. Note that the proportion of residents reporting seeing most negative street activities has declined since 2011 (see table on following page).



Q13. Do you feel each of these activities has increased, decreased, or remained about the same, compared to three years ago?
 Base: All respondents, n=636. P.P. = Percentage Points. All figures are rounded to no decimal places, so percentages may not sum to 100%.

As compared with results from 2011, Saskatoon residents are less likely to say that panhandling and street fights have increased over the past three years.

	Increased			Decreased		
	2011	2013	Difference	2011	2013	Difference
Drug trafficking	46 %	43 %	-3 p.p	4 %	6 %	2 p.p
Groups of young people	42 %	42 %	0 p.p	3 %	3 %	0 p.p
Panhandling	49 %▲	41 %▼	-8 p.p	6 %	9 %	3 p.p
Loitering	42 %	41 %	-1 p.p	3 %	4 %	1 p.p
Public drunkenness	36 %	35 %	-1 p.p	6 %	7 %	1 p.p
Street vendors	20 %▼	32 %▲	12 p.p	11 %	8 %	-3 p.p
Street fights	36 %▲	30 %▼	-6 p.p	7 %	10 %	3 p.p
Busking	27 %	28 %	1 p.p	12 %	11 %	-1 p.p
Prostitution	30 %	27 %	-3 p.p	6 %	8 %	2 p.p
Charity activities	13 %	11 %	-2 p.p	12 %	12 %	0 p.p

Q13. Do you feel each of these activities has increased, decreased, or remained about the same, compared to three years ago?
 Base: All respondents, 2011 n=621, 2013 n=636. P.P. = Percentage Points. All figures are rounded to no decimal places, so percentages may not sum to 100%. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

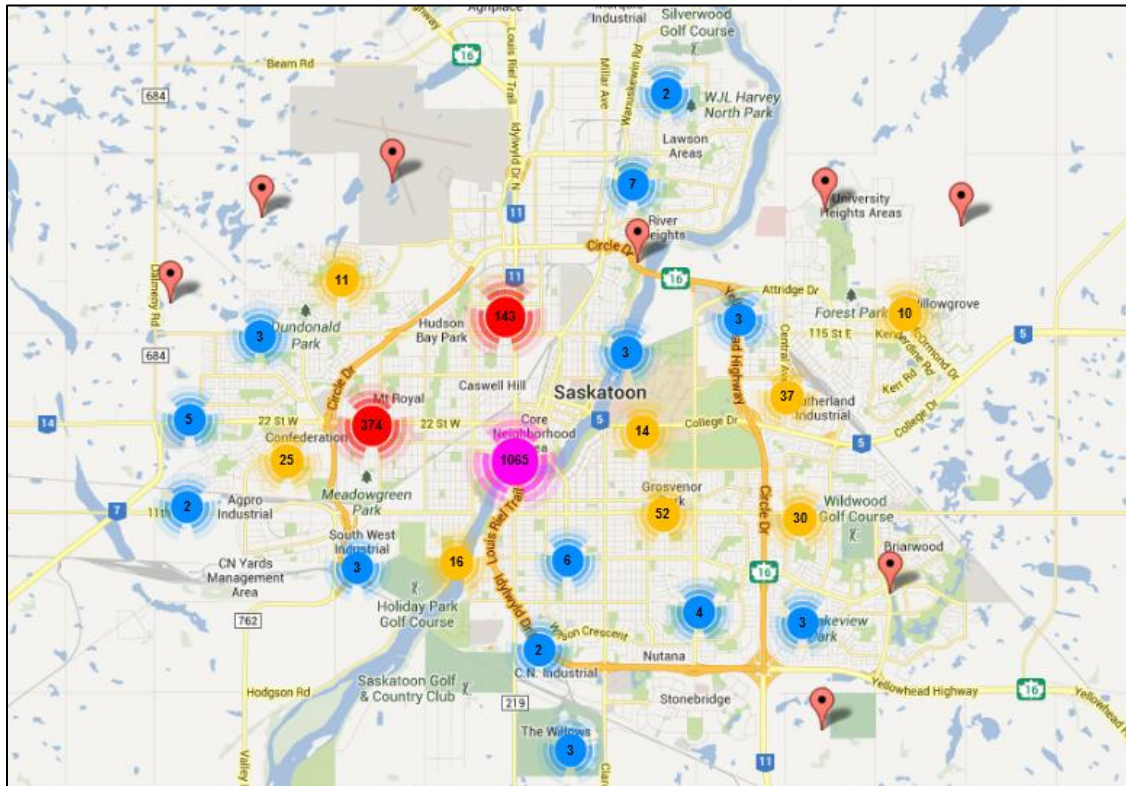
Street Activity Experience Locations

Using a Google Map tool, respondents were able to zoom down to street level to indicate where they had seen or experienced what they perceived to be negative street activity.

The maps below illustrate the frequency that an area was selected. The number displayed on the map represents the number of times the area was selected by respondents. In total, the 636 survey respondents noted 1,834 incidences of activity.

High Level

A high-level view of Saskatoon shows that the majority of negative street activity is witnessed or experienced in the busy Downtown area.

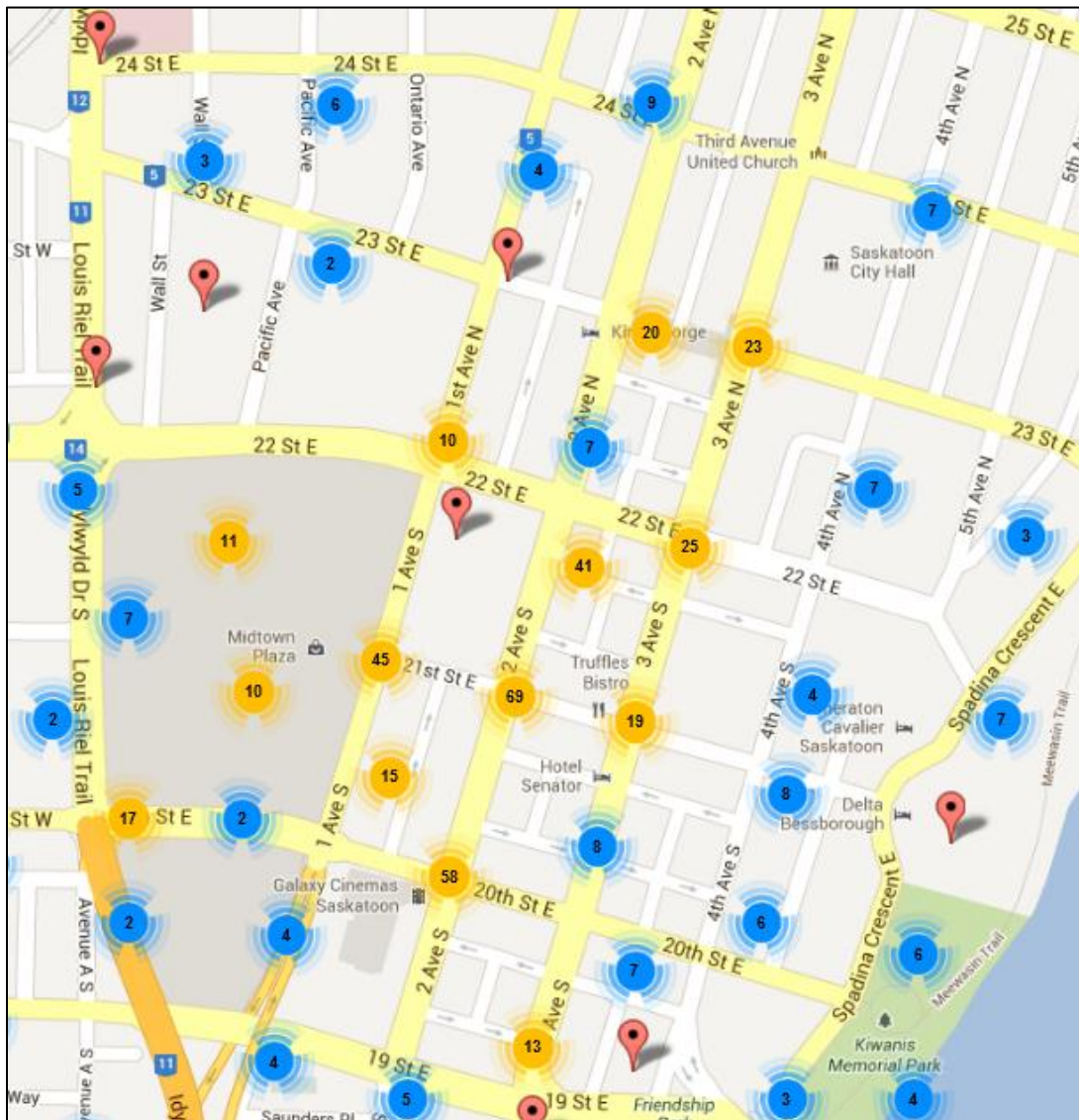


Q14. Please indicate on the map where you have witnessed or encountered negative street activity in the past 12 months (such as public drunkenness, prostitution, drug trafficking, etc.)

Downtown

While negative street activity is seen or witnessed throughout the Downtown area, it is most concentrated in the Downtown core, around 2nd Avenue and 21st Street.

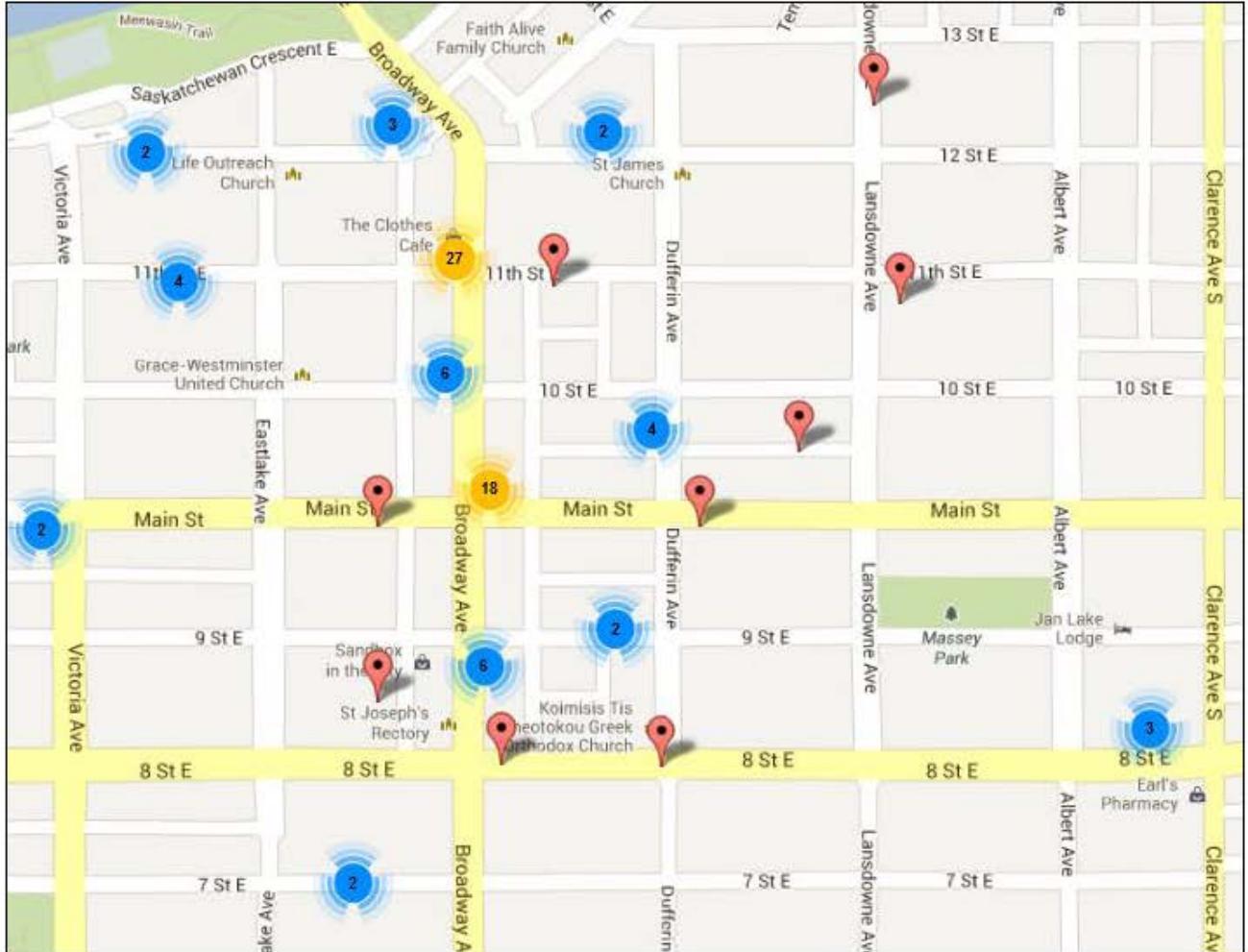
Compared with results from 2011, street activity seems to be slightly more concentrated in these areas and somewhat less concentrated in other areas of Downtown (see the appendix at end of this section).



Q14. Please indicate on the map where you have witnessed or encountered negative street activity in the past 12 months (such as public drunkenness, prostitution, drug trafficking, etc.)

Broadway

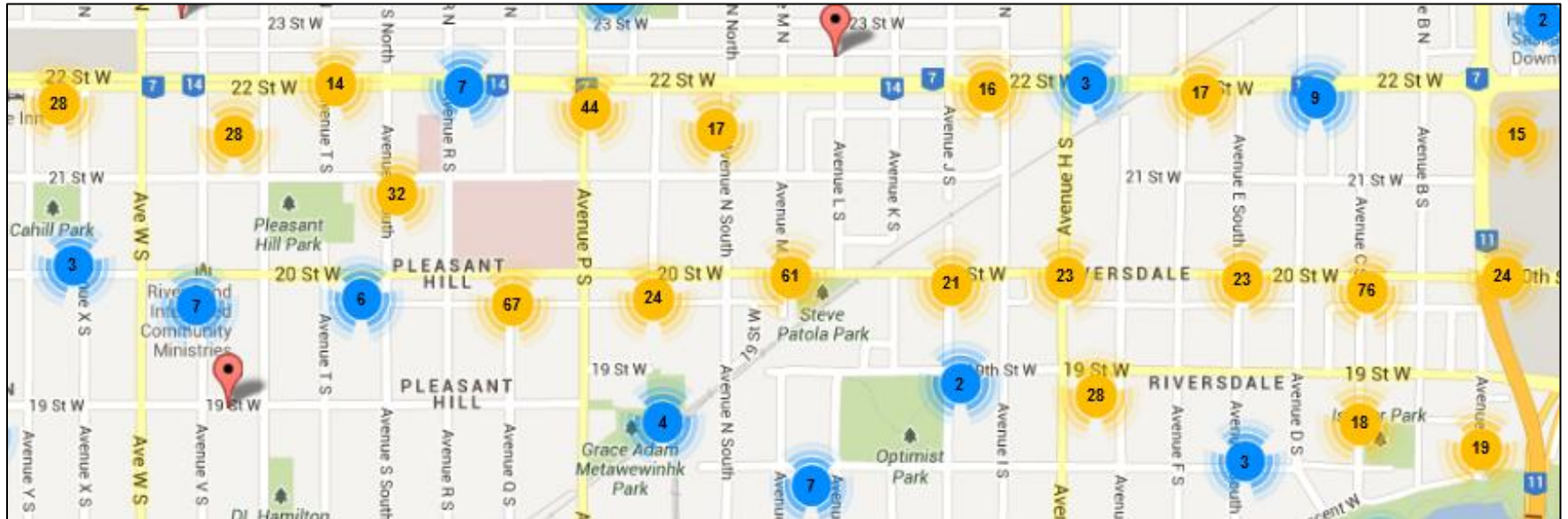
Most negative street activity is seen or experienced at the corners of Broadway and 11th Street, and Broadway and Main Street. Overall, street activity in this area appears to have declined slightly as compared to 2011 (see the appendix at end of this section).



Q14. Please indicate on the map where you have witnessed or encountered negative street activity in the past 12 months (such as public drunkenness, prostitution, drug trafficking, etc.)

Riversdale

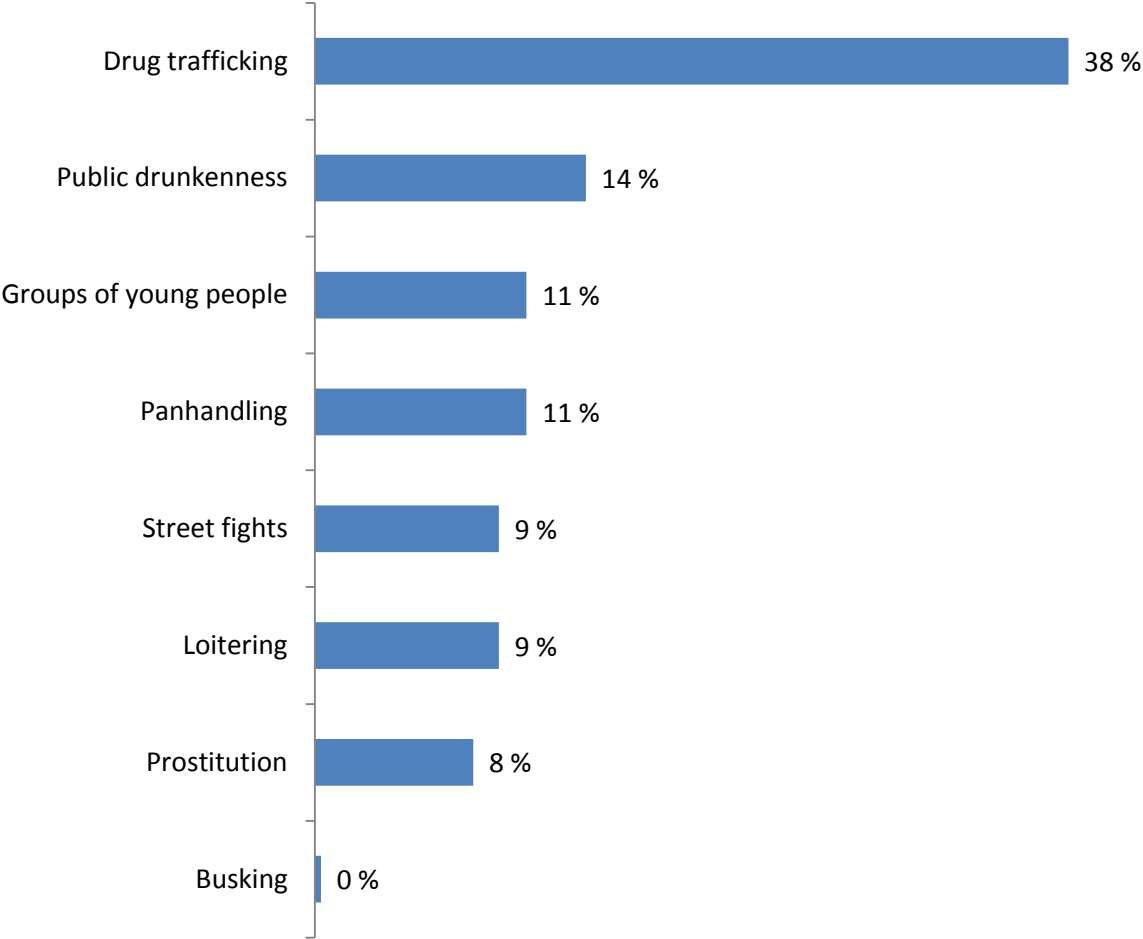
In the Riversdale area, negative street activity is most commonly seen on and around 20th Street and 22nd Street. This is more or less consistent with results from 2011 (see the appendix at end of this section).



Q14. Please indicate on the map where you have witnessed or encountered negative street activity in the past 12 months (such as public drunkenness, prostitution, drug trafficking, etc.)

Biggest Issue Related to Street Activity

Saskatoon residents believe that drug trafficking (38%) is the biggest issue related to street activity.

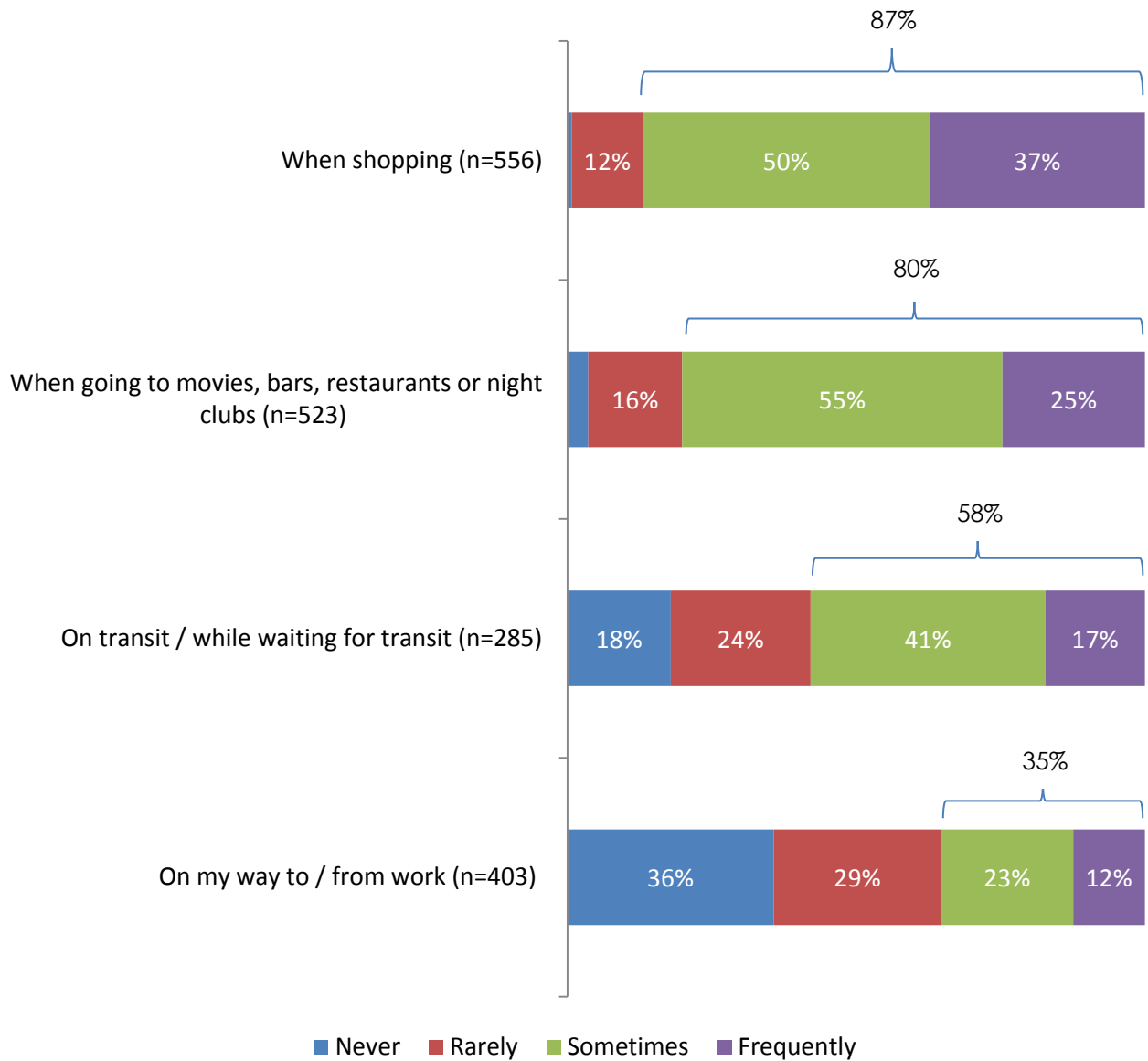


Q15. Which of the following do you believe is the biggest issue related to street activity in Saskatoon? Base: All respondents, n=636.

PANHANDLING

Frequency of Encounters

Panhandlers are most commonly encountered when respondents are shopping (87%) or going out to movies, bars, restaurants or night clubs (80%).



Q16. How frequently do you witness or encounter panhandlers in Saskatoon in each of the following situations? Base: Those who have witnessed panhandling in public areas in Saskatoon excluding "not applicable" responses, n=285-556.

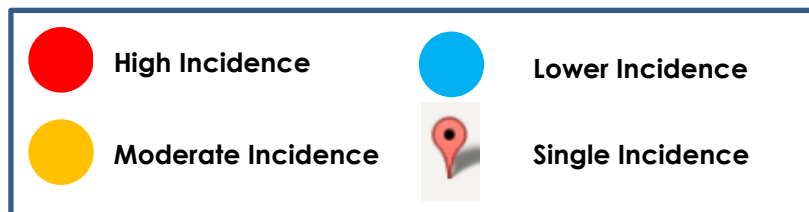
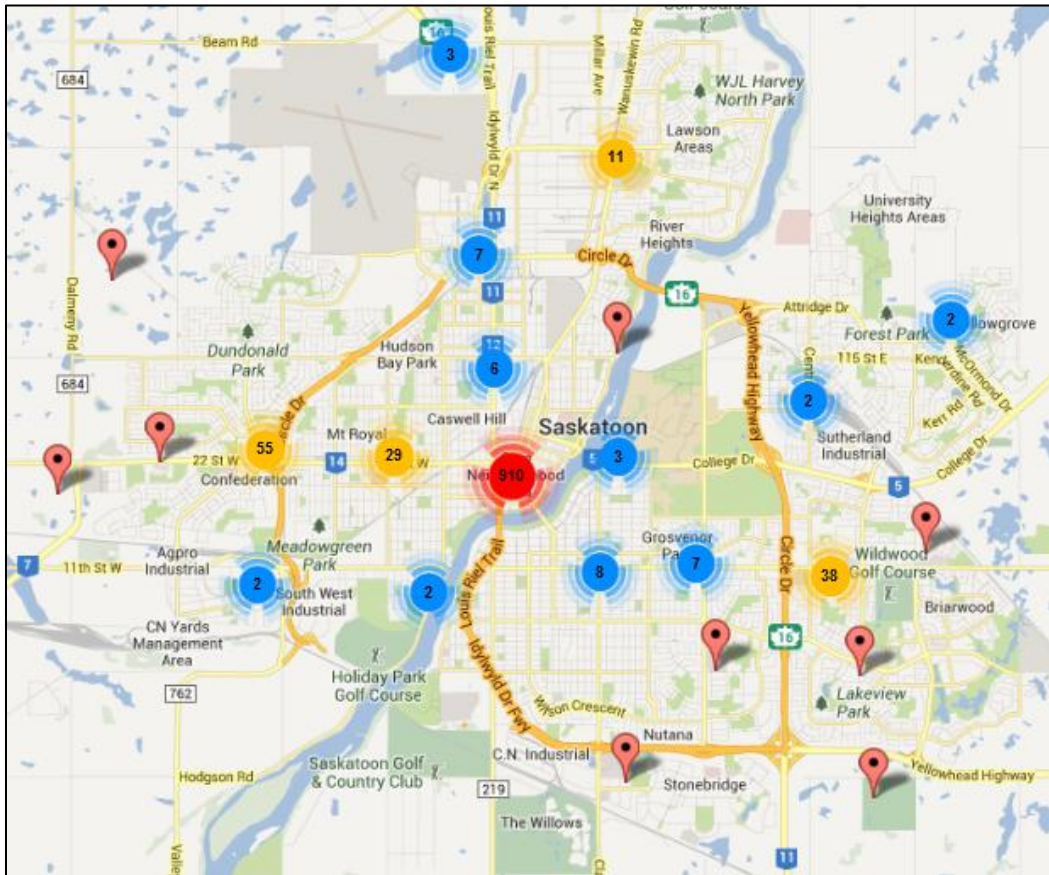
Panhandling Experience Locations

Using a Google Map tool, respondents were able to zoom down to street level to indicate where they had seen or experienced what they perceived to be panhandling.

The maps below illustrate the frequency that an area was selected. The number displayed on the map represents the number of times the area was selected by respondents. In total, the 636 survey respondents noted 1,095 incidences of panhandling.

High Level

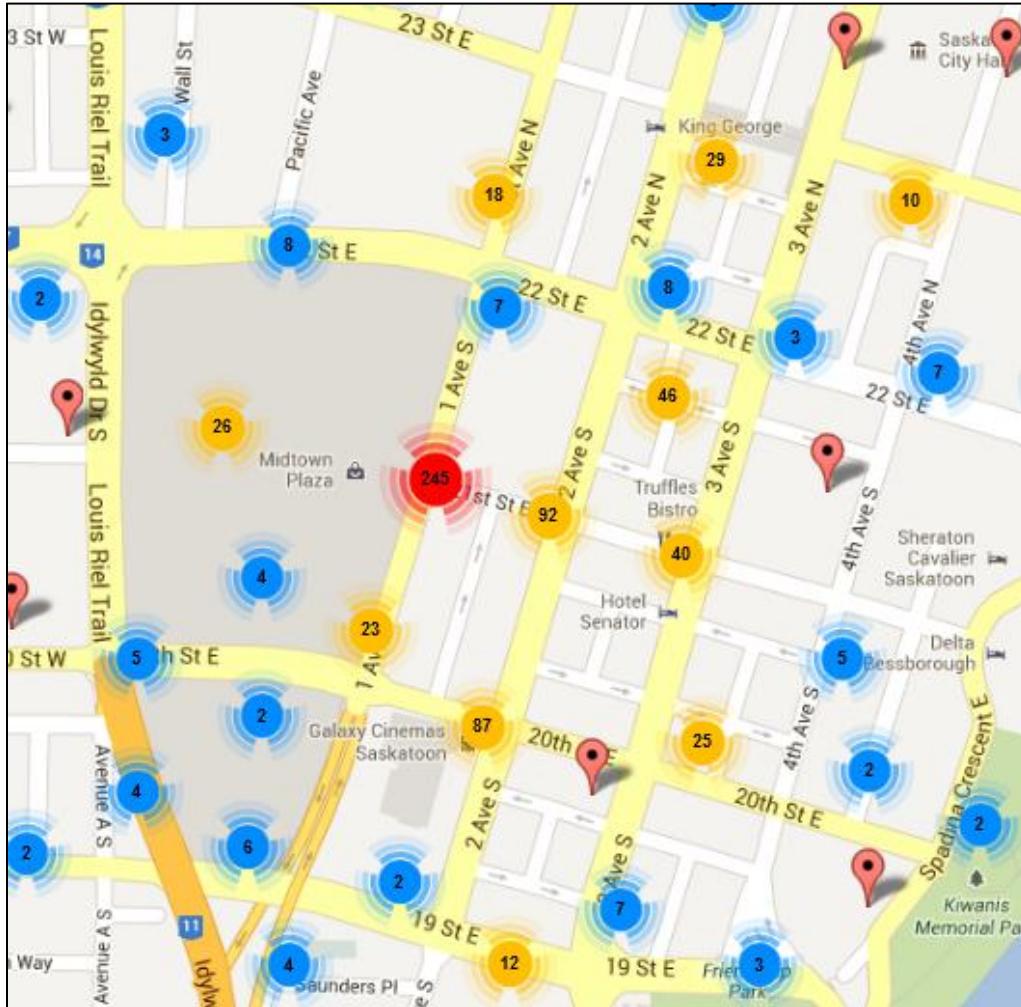
Although panhandling is reported in other areas of the city, it is mostly concentrated in the busy Downtown area.



Q17. Please indicate on the map where you have witnessed or encountered panhandling within the past 12 months.

Downtown

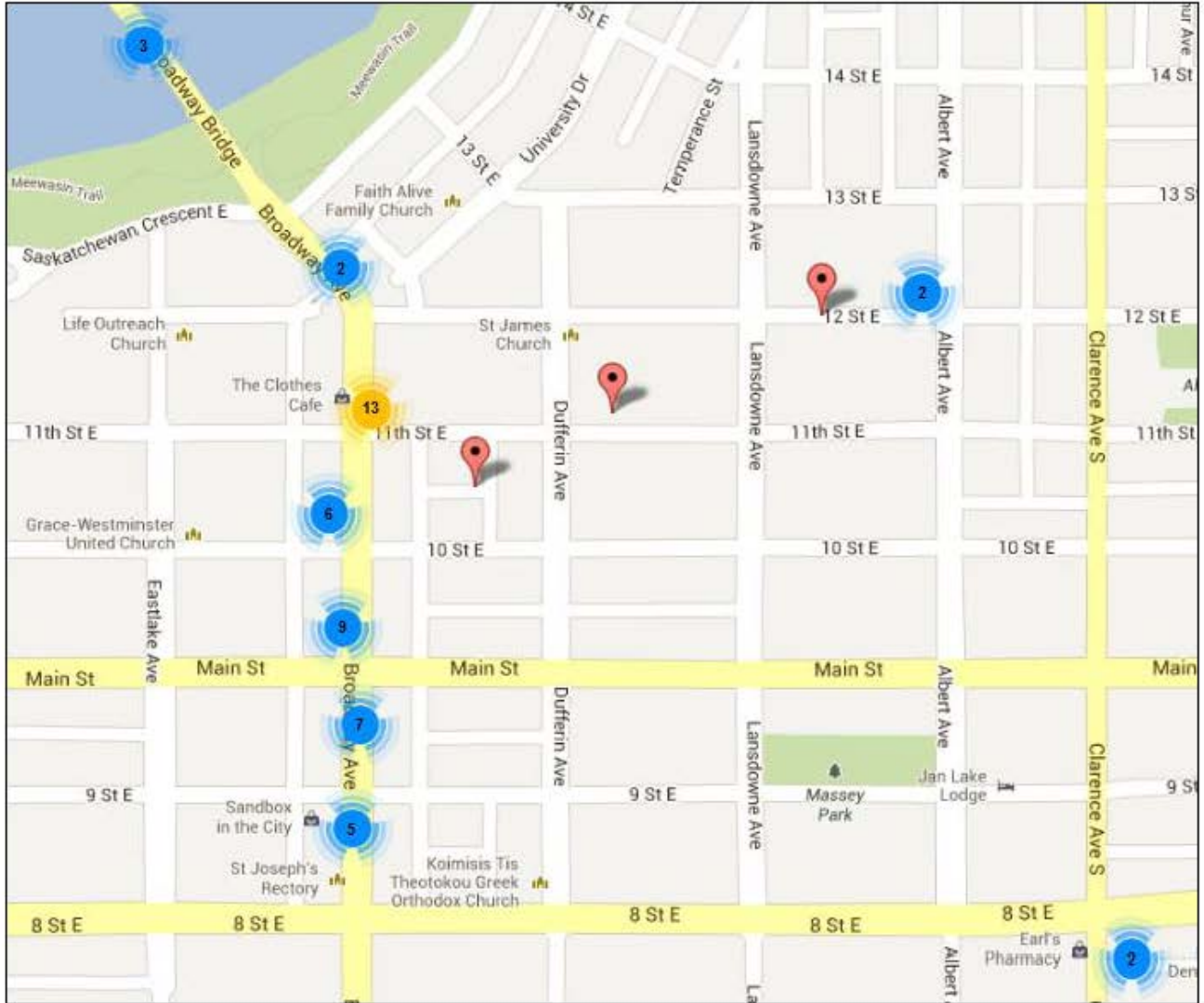
The majority of panhandling seen or experienced Downtown is on 21st Street, 1st Avenue, and 2nd Avenue.



Q17. Please indicate on the map where you have witnessed or encountered panhandling within the past 12 months.

Broadway

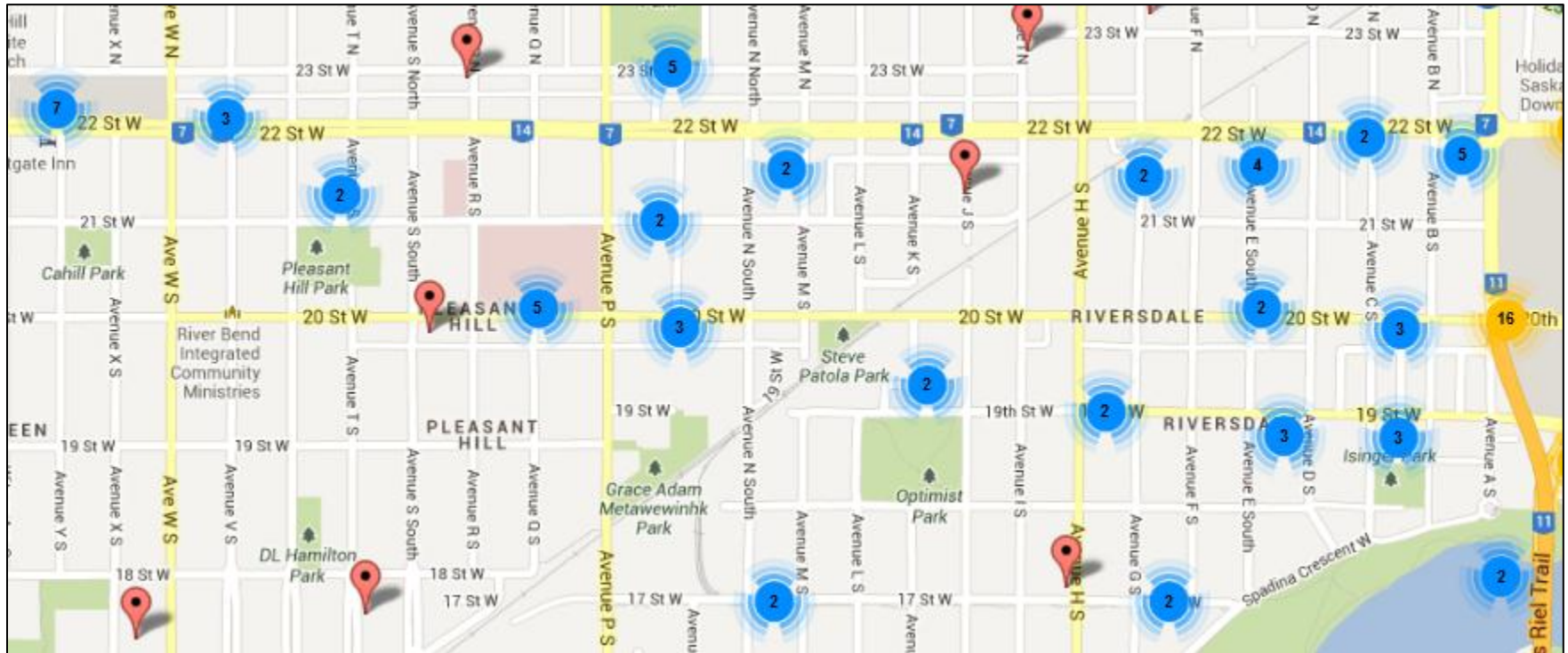
Some panhandling is seen and experienced in the Broadway area, primarily on Broadway Avenue itself, from the bridge to 8th Street.



Q17. Please indicate on the map where you have witnessed or encountered panhandling within the past 12 months.

Riversdale

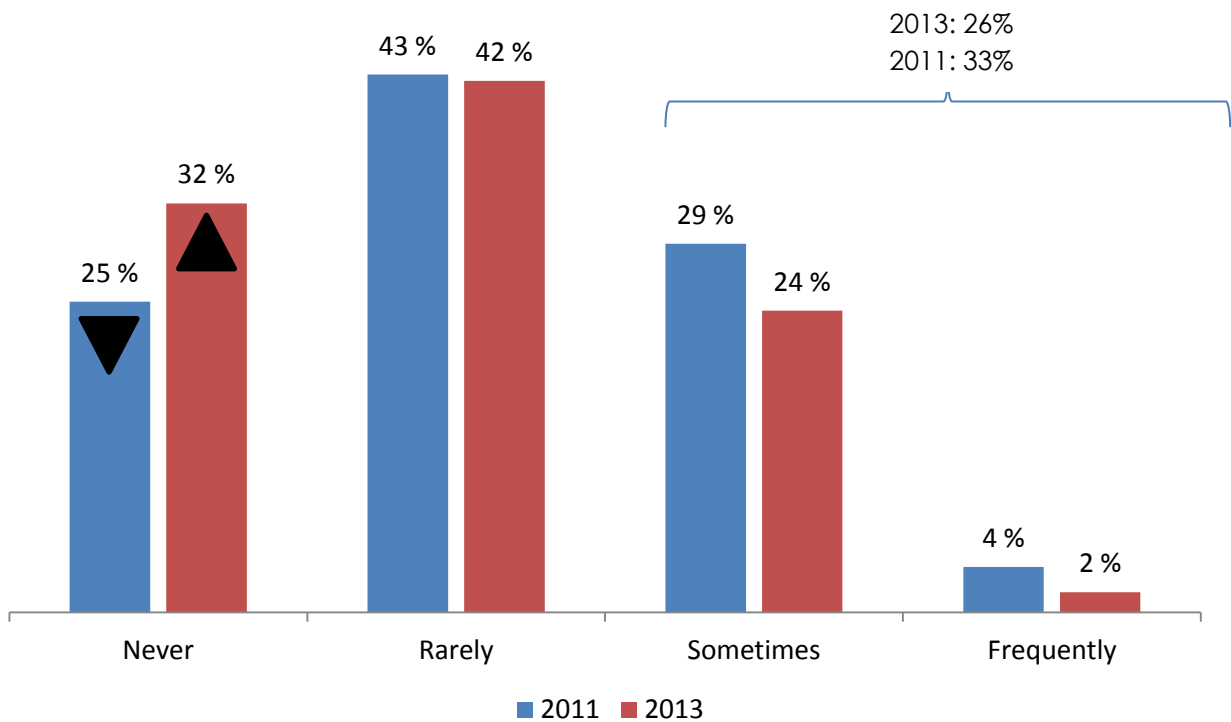
Panhandling is primarily seen or experienced in Riversdale in and around 19th Street, 20th Street, and 22nd Street.



Q17. Please indicate on the map where you have witnessed or encountered panhandling within the past 12 months.

Aggressive Panhandlers

Saskatoon residents are less likely than they were in 2011 to say that they have seen a panhandler acting aggressively (the proportion who have never seen a panhandler act aggressively increased from 25% up to 32%).

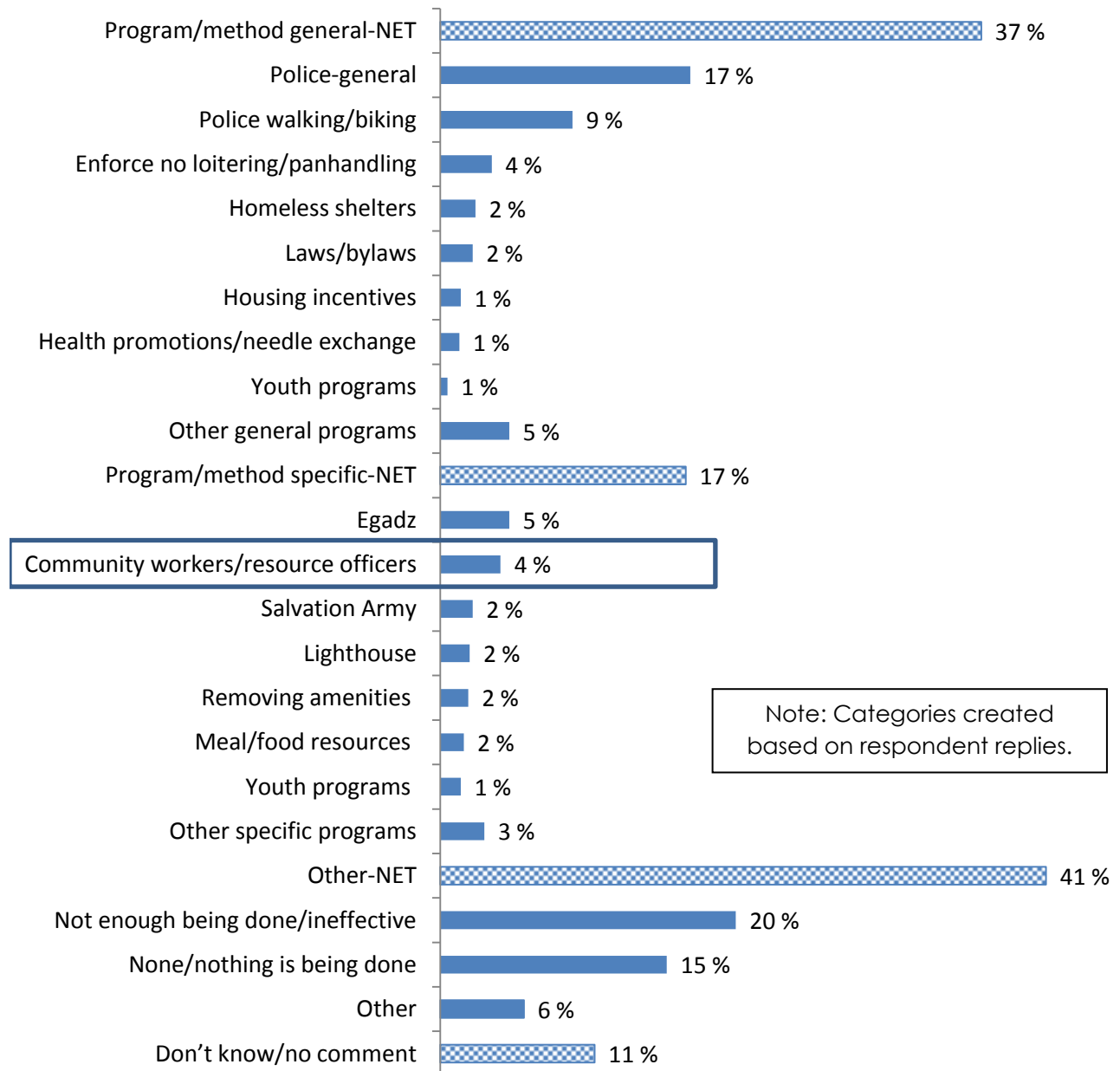


Q18. How often have you witnessed or encountered a panhandler acting aggressively? Base: Those who have witnessed panhandling in public areas in Saskatoon, 2011 n=561, 2013 n=561. All figures are rounded to no decimal places, so percentages may not sum to 100%. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

COMMUNITY SUPPORT PROGRAM

Unaided Recall

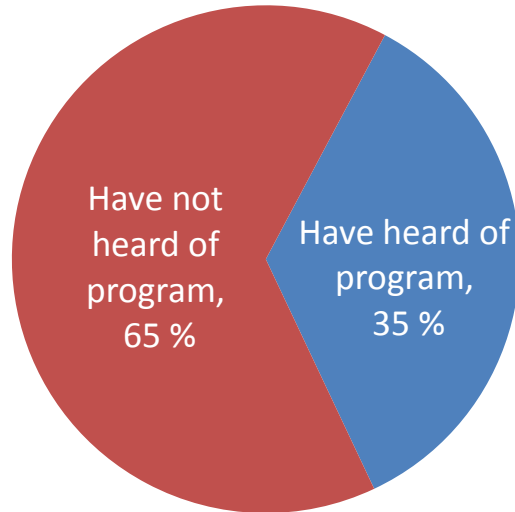
When asked what first comes to mind when thinking about programs or methods currently used to address issues related to street activity, Saskatoon residents most commonly mention the police (17%). Community workers and resource officers are mentioned by 4%, with a small proportion of those referencing the CSP directly.



Q19. What first comes to mind when thinking about methods or programs that are currently used to address issues related to street activity in Saskatoon? Base: All respondents, n=636. See "Notes on Reporting" for a definition of NETS.

Claimed Recall

When asked specifically if they had heard of the City of Saskatoon CSP, one-third of Saskatoon residents (35%) say that they have.

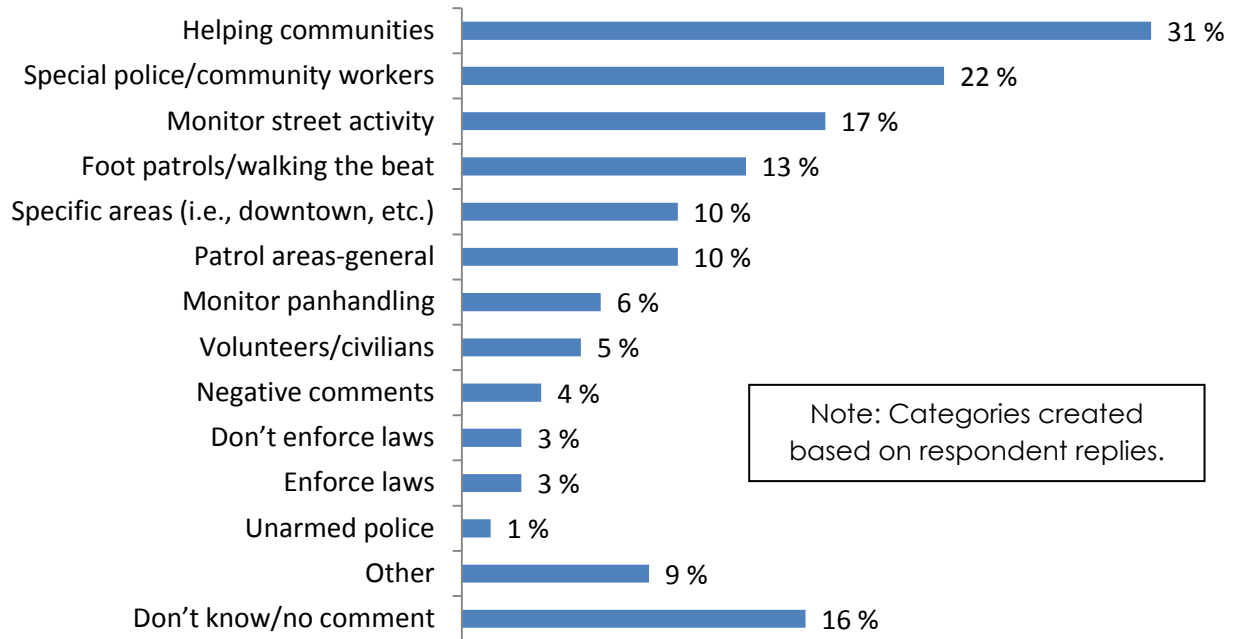


Those aged 55 and over are the most likely to say they have heard of the CSP (51% vs. 34% aged 35-54 and 25% aged 18-34)

Q20. Have you heard of the City of Saskatoon Community Support Program (CSP) or Community Support Officers? Base: All respondents, n=636.

Proven Recall

When those who indicated they had heard of the CSP were asked to describe it, the most common descriptions are generally correct. These include helping communities in general (31%), a team of special police and/or community workers (22%), and a program to monitor street activity (17%).



Program that assists people who live on the street, have mental illness or need support.

Workers that patrol areas such as downtown and offer assistance or resources for people who may be drug users or homeless, etc.

It helps street people and reduces problems in public areas, for example by providing emergency accommodation.

People who walk around and get to know the streets and the people on them and try to offer help.

Note: Comments were selected to expand on the top answers given in the preceding graph.

Q21. To the best of your knowledge, what is the Community Support Program (CSP)? Base: Those who have heard of the City of Saskatoon Community Support Program (CSP) or Community Support Officers, n=224.

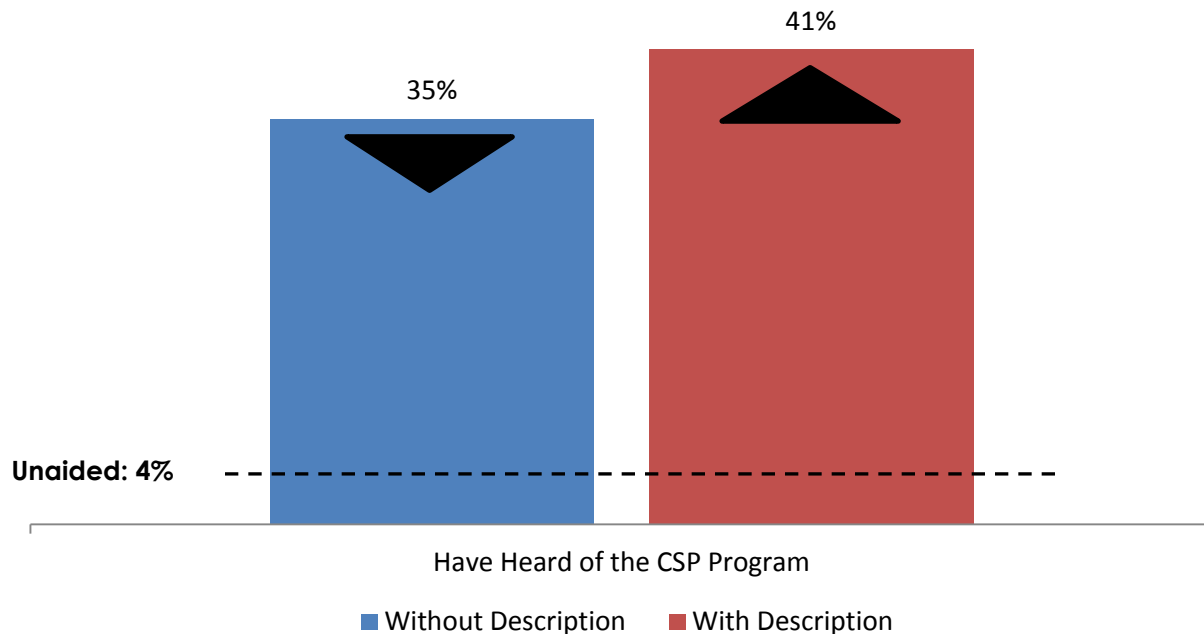
Prompted Recall

At this point in the questionnaire, respondents were given the following description and then asked if, having heard the description, they had heard of the CSP:

In July of 2012, the City of Saskatoon established a Community Support Program (CSP) aimed at addressing street activity in the Broadway, Downtown and the Riversdale Business Improvement Districts. This program includes and engages:

- **The Public** through a highly visible presence that reassures and responds to the public in the Downtown, Broadway, and Riversdale Business Improvement Districts.
- **Business Owners** through foot patrols that liaise with local businesses to identify issues and collaborate to generate solutions.
- **Vulnerable Persons** by connecting community members in need to the appropriate service providers or other supports.

With the description, the proportion of residents who have heard of the program increased from 35% to 41%.

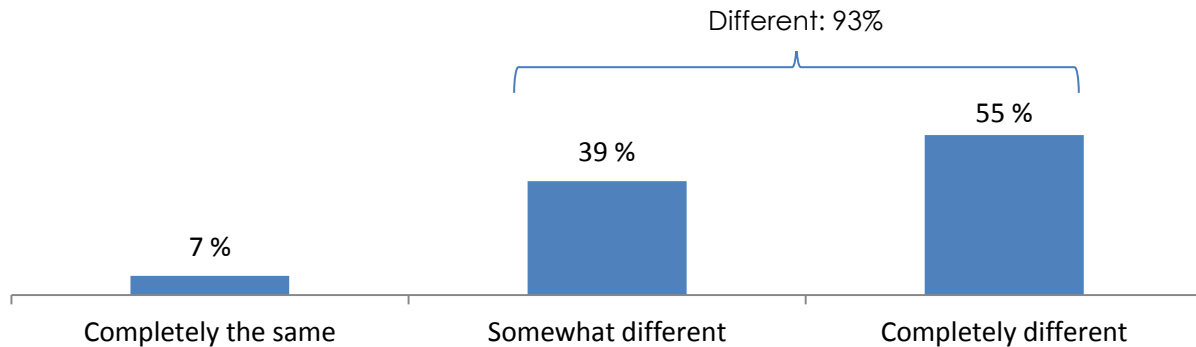


Those aged 55 and over remain the most likely to say they have heard of the CSP Program (55% vs. 41% aged 35-54 and 32% aged 18-24).

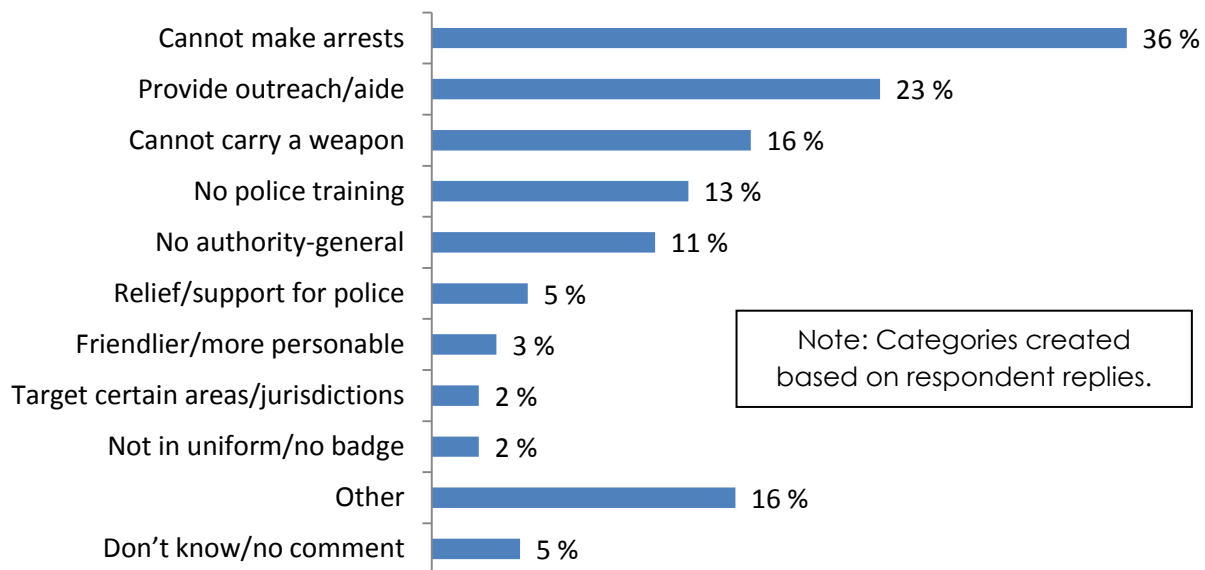
Q22. Now that you have heard this description, have you heard of this program? Base: All respondents, n=636. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Comparison to Police Officers

The majority (93%) of Saskatoon residents who have heard of the program are aware that CSP Officers are different from Police Officers.



The top three things that residents believe make Police Officers and CSP Officers different are that CSP Officers cannot make arrests (36%), they provide outreach and aide (23%), and they cannot carry a weapon (16%).

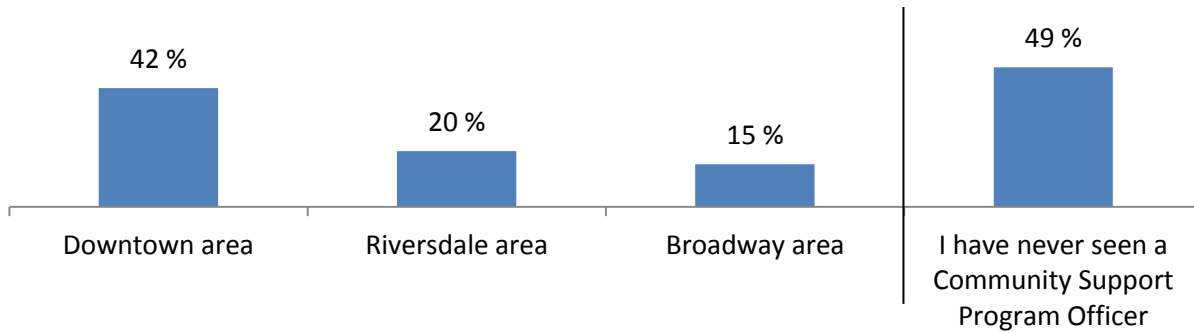


Q23. Community Support Program Officers and City of Saskatoon Police Officers are... Base: Those who have heard of the City of Saskatoon Community Support Program or Community Support Officers, n=262.

Q24. To the best of your knowledge, what makes a Community Support Program Officer different from a City of Saskatoon Police Officer? Base: Those who have heard of the program (prompted recall) and do not believe that Community Support Officers and City of Saskatoon Police Officers are completely the same, n=245. All figures are rounded to no decimal places, so percentages may not sum to 100%.

Locations Seen

Most commonly, Saskatoon residents who say they have heard of the CSP have seen the officers in the Downtown area (42%). Another one-fifth have seen the officers in the Riversdale area (20%), while 15% say they have seen them in the Broadway area. About one-half (49%) of those who have heard of the program say they have never seen an officer.



Those of Aboriginal ancestry are more likely to have seen CSP Officers in all three locations (Broadway 36% vs. 13%, Downtown 64% vs. 40%, Riversdale 41% vs. 18%); while those of non-Aboriginal ancestry are more likely to say they have never seen a support officer (51% vs. 27%).

Have Seen CSP Officers in...	Work Downtown		Work in Broadway		Work in Riversdale		Work Elsewhere	
	Count	%	Count	%	Count	N %	Count	N %
Broadway area	7	15%	3	60%	0	0%	29	14%
Downtown area	29	63%	5	100%	2	50%	73	35%
Riversdale area	9	20%	1	20%	0	0%	41	20%
Never seen	15	33%	0	0%	2	50%	111	54%

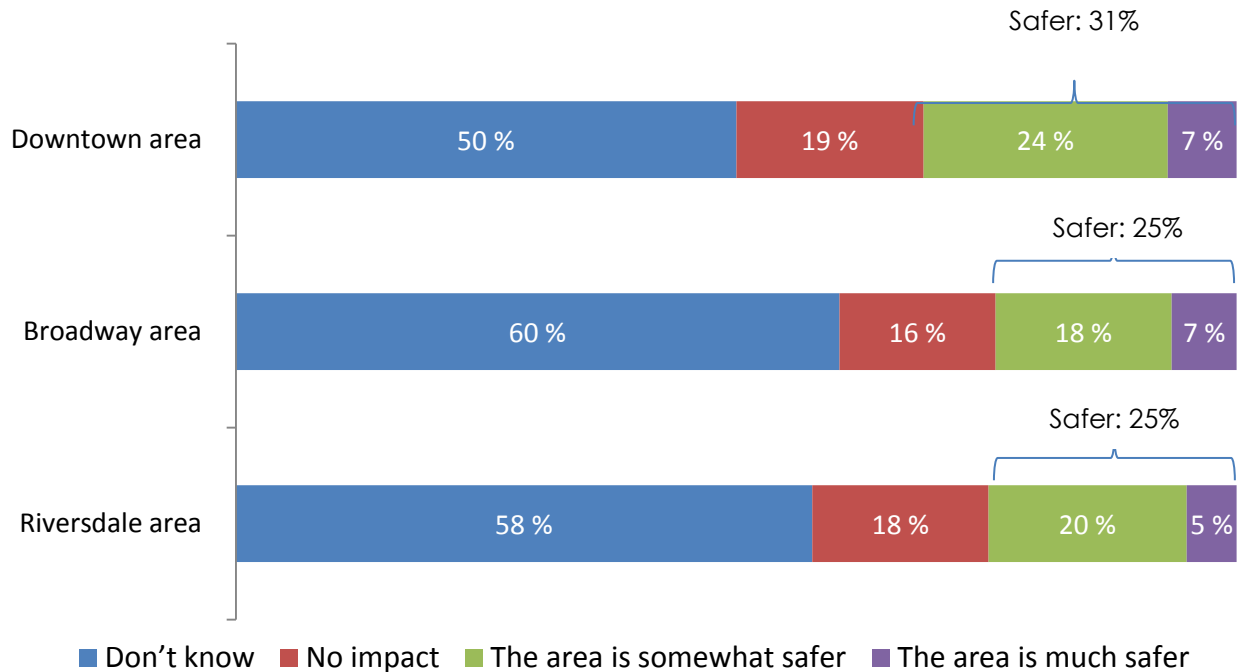
Note that the following pictures were provided to respondents to help clarify what the CSP Officers look like:



Q25. Have you seen the Community Support Program Officers in any of the following locations? (Select all that apply) Base: Those who have heard of the City of Saskatoon Community Support Program or Community Support Officers, n=262.

Perceived Program Impact

About one-third of Saskatoon residents (31%) who have heard of the program believe that the presence of the CSP Officers has made Downtown safer, while one-quarter (25%) believe their presence has made the Broadway and Riversdale areas safer. Most commonly however, Saskatoon residents are unsure how the presence of the officers has impacted safety.



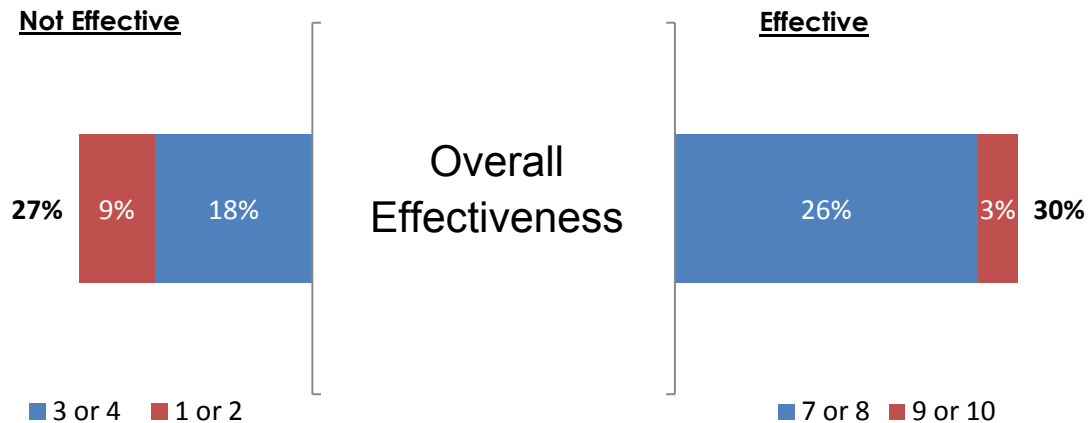
Of those who work in each area, those who work Downtown are the most likely to say that program has made the area safer.

Perceived impact on safety among those who work in each area	Believe area is safer	Total working in each area	%
Downtown	17	46	37%
Broadway	2	5	40%
Riversdale	0	4	0%

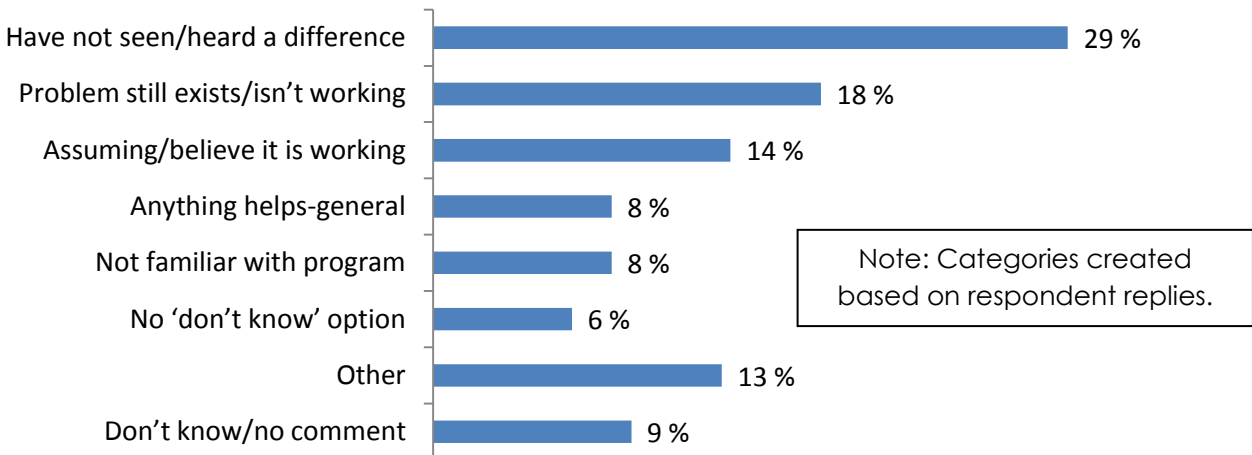
Q26. How do you believe the presence of the Community Support Program Officers has impacted safety in the... Base: Those who have heard of the City of Saskatoon Community Support Program or Community Support Officers, n=262.

Perceived Overall Effectiveness

Almost one-third of Saskatoon residents (30%) who have heard of the CSP believe that the program is effective.



Those who rated the overall effectiveness of the program as an eight or lower were then asked why they gave the rating. Most commonly, the reasons for rating the overall effectiveness of the CSP as an eight or lower include having not seen or heard of the program making a difference (29%) or believing there is still a problem (18%).

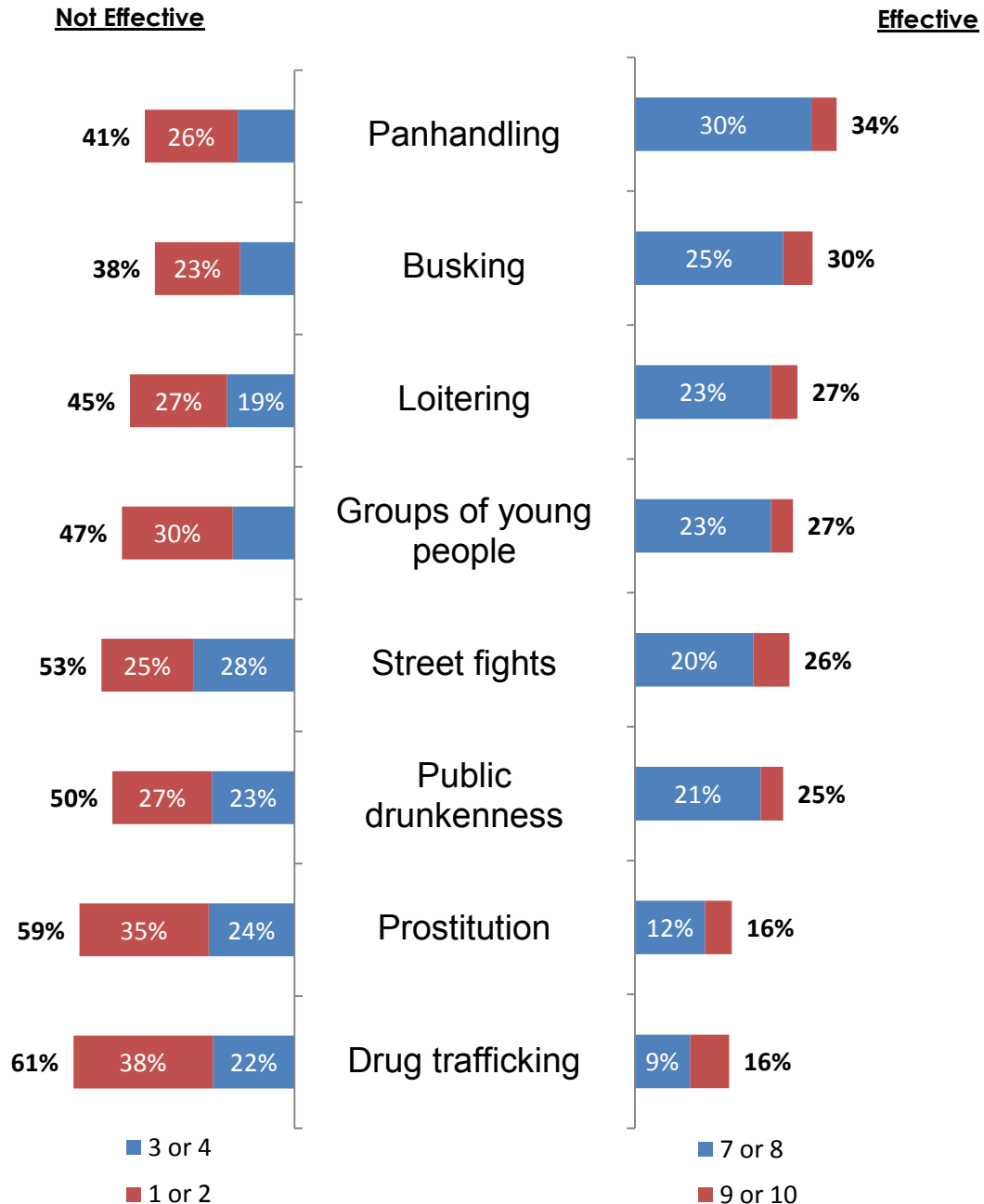


Q27. On a scale from one to ten, where one is 'not at all effective' and ten is 'extremely effective, how would you rate the overall effectiveness of the Community Support Program in addressing issues related to street activity in Saskatoon? Base: Those who have heard of the City of Saskatoon Community Support Program or Community Support Officers, n=262. All figures are rounded to no decimal places, so percentages may not sum to 100%.

Q28. Why did you rate the overall effectiveness of the Community Support Program as a _____? Base: Those who rated the overall effectiveness of the Community Support Program less than 8, n=222.

Perceived Effectiveness – Specific Issues

One-quarter or more of Saskatoon residents who have heard of the CSP believe that it has been effective in addressing panhandling (34%), busking (30%), loitering (27%), groups of young people (27%), street fights (26%), and public drunkenness (25%).

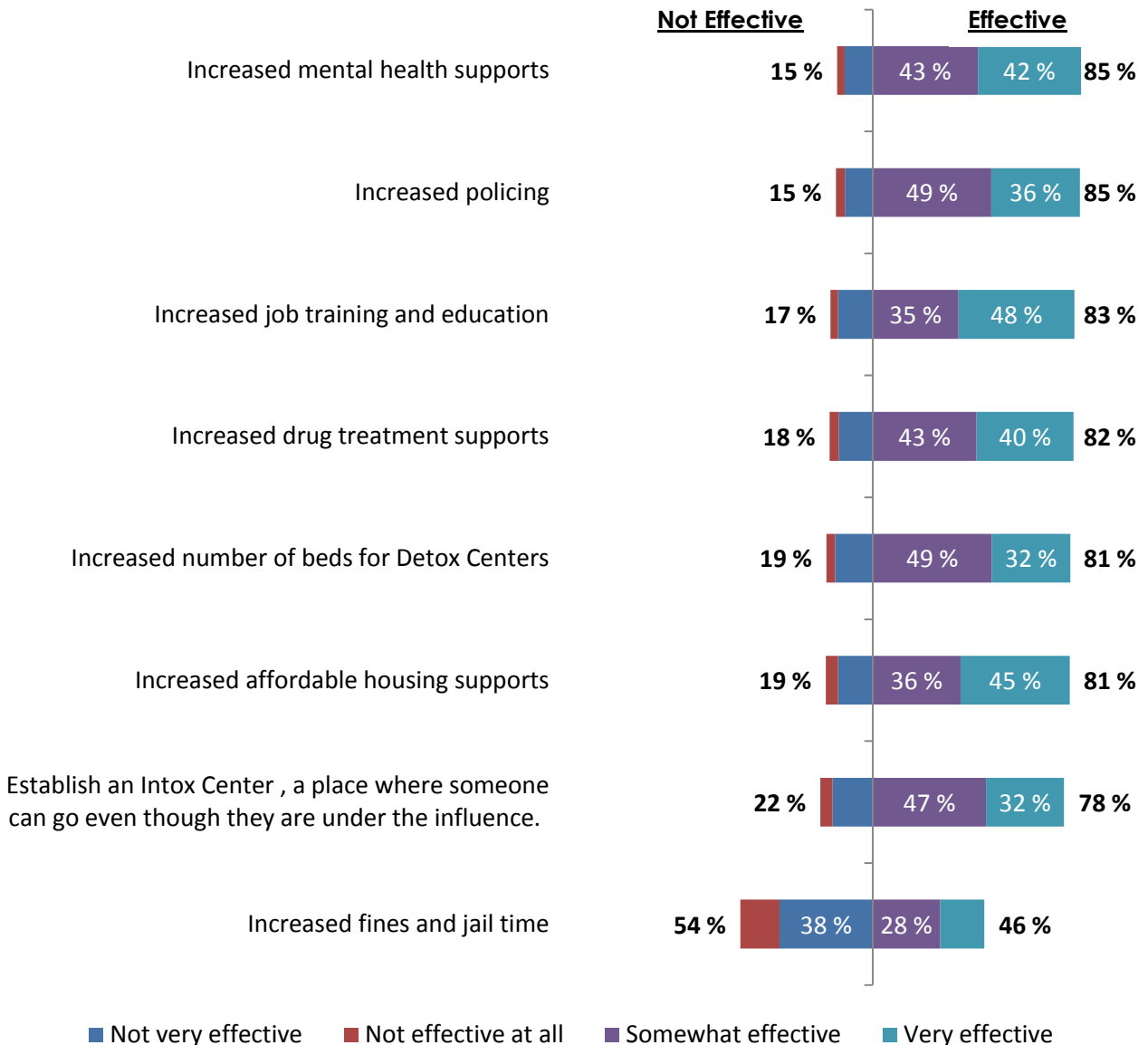


Q29. Using the same scale, how effective do you believe the Community Support Program has been at specifically addressing the following issues in Saskatoon? Base: Those who have heard of the City of Saskatoon Community Support Program or Community Support Officers excluding "don't know" responses, n=107-141. All figures are rounded to no decimal places, so percentages may not sum to 100%.

ADDRESSING THE ISSUE

Perceived Effectiveness of Actions & Programs

With the exception of increased fines and jail times, more than three-quarters of Saskatoon residents believe all the actions and supports measured would be effective in reducing the impact of negative street activity in Saskatoon, with the top two actions/programs being increased mental health supports (85%) and increased policing (85%).



Q30. How effective do you think the following actions/programs would be in reducing the impact of negative street activity in Saskatoon? Base: All respondents, n=636. All figures are rounded to no decimal places, so percentages may not sum to 100%.

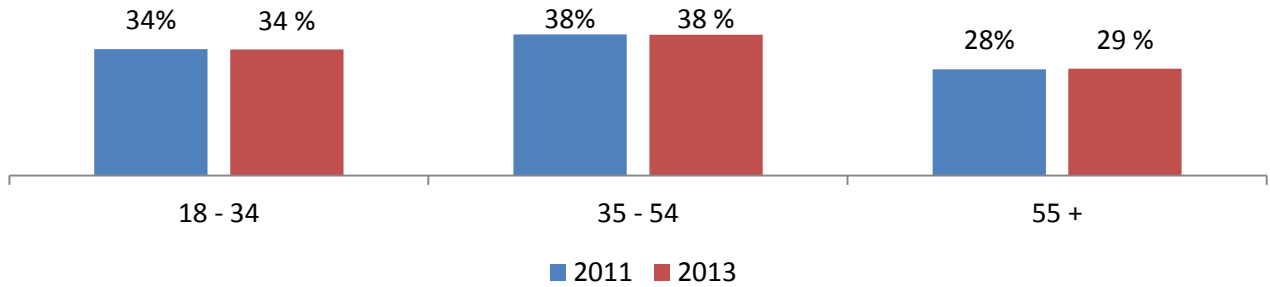
Results for most actions and programs have remained more or less consistent with those from 2011. Of interest, the perceived effectiveness of increased policing and increased fines and jail time has strengthened.

	% Effective			% Not Effective		
	2011	2013	Difference	2011	2013	Difference
Increased mental health supports	84%	85 %	1 p.p	16%	15 %	-1 p.p
Increased policing	77%▼	85 %▲	8 p.p	23%▲	15 %▼	-8 p.p
Increased job training and education	87%▲	83 %▼	-5 p.p	13%▼	17 %▲	4 p.p
Increased drug treatment supports	86%	82 %	-4 p.p	14%	18 %	4 p.p
Increased beds for Detox Centers	81%	81 %	0 p.p	19%	19 %	0 p.p
Increased affordable housing supports	83%	81 %	-2 p.p	17%	19 %	2 p.p
Establish an Intox Center	79%	78 %	-1 p.p	21%	22 %	1 p.p
Increased fines and jail time	34%▼	46 %▲	12 p.p	66%▲	54 %▼	-12 p.p

Q30. How effective do you think the following actions/programs would be in reducing the impact of negative street activity in Saskatoon? Base: All respondents, 2011 n=621, 2013 n=636. P.P. = Percentage Points. All figures are rounded to no decimal places, so percentages may not sum to 100%. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

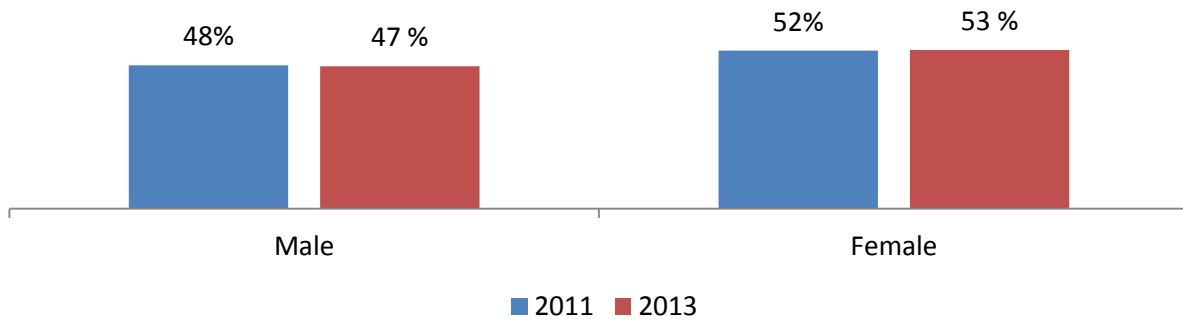
DEMOGRAPHICS

Age Range



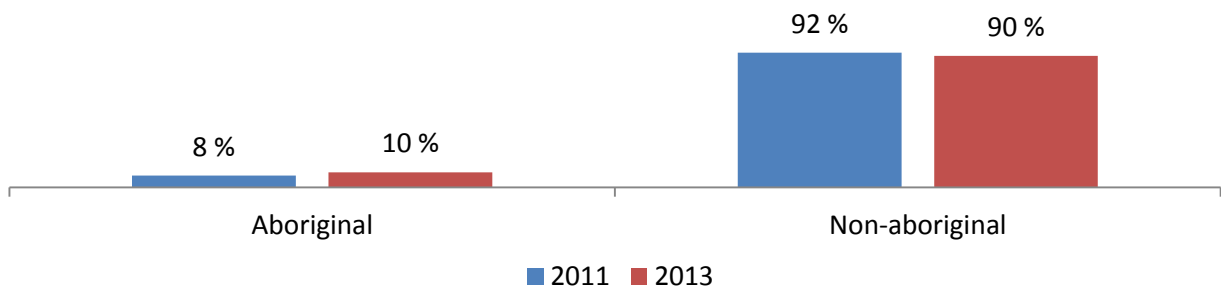
Q1. In what year were you born? Base: All respondents excluding "prefer not to say", 2011 n=590, 2013 n=602.

Gender



Q2. Please indicate your gender. Base: All respondents, 2011 n=621, 2013 n=636.

Aboriginal Ancestry



Q5. Do you consider yourself to be of Aboriginal ancestry? Base: All respondents, 2011 n=621, 2013 n=636.

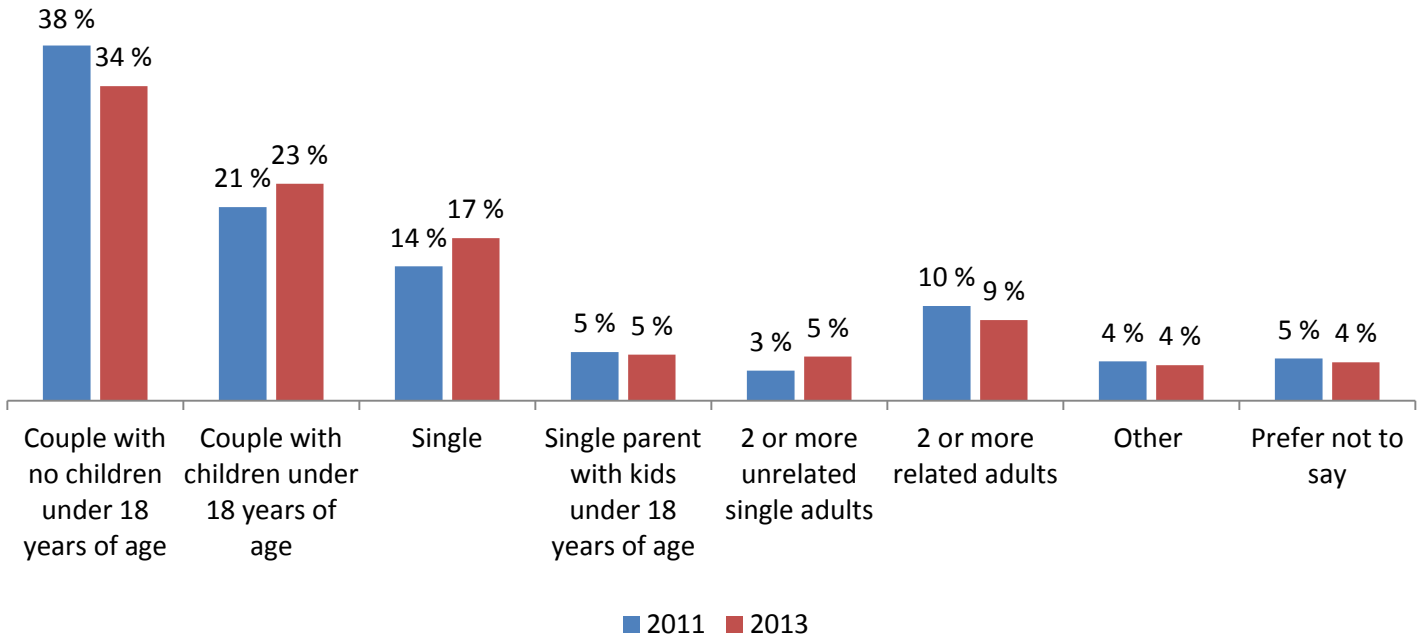
Neighbourhood

East Side	Count	Percent
Nutana	27	4 %
Lakeview	20	3 %
Wildwood	20	3 %
Sutherland	19	3 %
Forest Grove	18	3 %
College Park	17	3 %
Eastview	15	2 %
Stonebridge	13	2 %
Erindale	12	2 %
Holliston	12	2 %
Adelaide Churchill	11	2 %
Lakeridge	11	2 %
Nutana Park	11	2 %
Briarwood	10	2 %
College Park East	10	2 %
Avalon	9	1 %
Buena Vista	9	1 %
Lakewood S.C.	9	1 %
Haultain	8	1 %
Silverspring	8	1 %
Varsity View	8	1 %
Willowgrove	8	1 %
Grosvenor Park	7	1 %
Arbor Creek	5	1 %
Brevoort Park	5	1 %
Greystone Heights	5	1 %
Evergreen	4	1 %
University of Saskatchewan Management Area	3	1 %
Exhibition	2	<1%
Queen Elizabeth	2	<1%
University Heights S.C.	2	<1%
Rosewood	2	<1%
Nutana S.C.	1	<1%
The Willows	1	<1%
University Heights Development Area	1	<1%
Total	325	

West Side	Count	Percent
Silverwood Heights	33	5 %
Lawson Heights	22	4 %
City Park	17	3 %
Confederation Park	17	3 %
Fairhaven	17	3 %
River Heights	16	3 %
Caswell Hill	15	2 %
Mount Royal	15	2 %
Westview	13	2 %
Dundonald	12	2 %
Pacific Heights	12	2 %
Parkridge	12	2 %
Hampton Village	11	2 %
Westmount	11	2 %
Central Business District	10	2 %
Massey Place	9	1 %
Holiday Park	8	1 %
Exhibition	7	1 %
Montgomery Place	6	1 %
Pleasant Hill	6	1 %
Blairmore Development Area	5	1 %
Hudson Bay Park	5	1 %
King George	5	1 %
Riversdale	5	1 %
Mayfair	4	1 %
Meadowgreen	4	1 %
Buena Vista	3	1 %
Kelsey Woodlawn	2	<1%
Lawson Heights S.C.	2	<1%
Nutana	2	<1%
Richmond Heights	2	<1%
Blairmore S.C.	1	<1%
Marquis Industrial	1	<1%
North Park	1	<1%
Total	311	

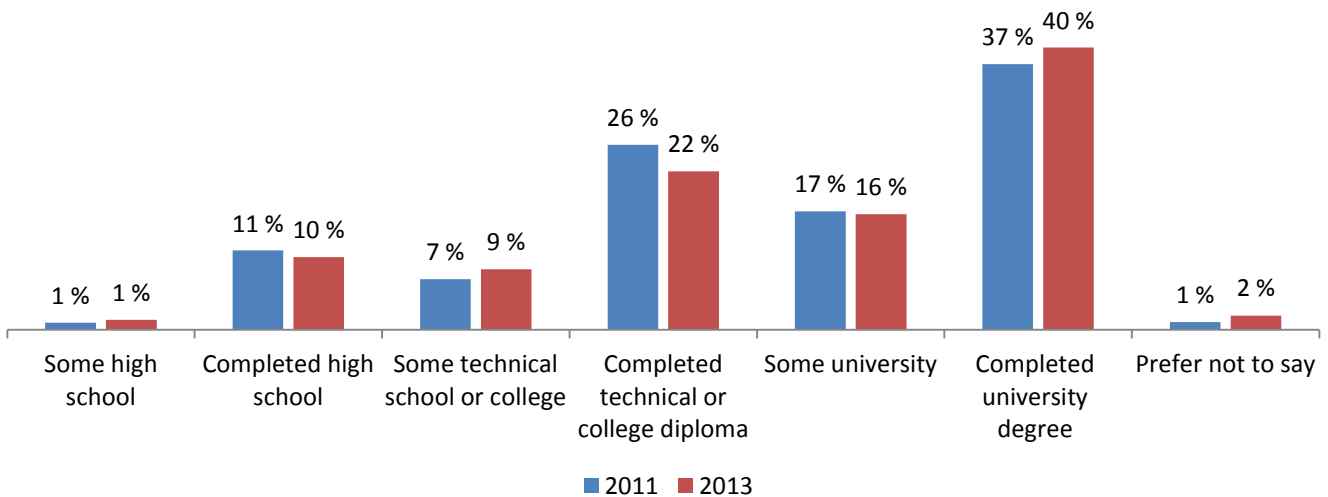
Q31. What specific neighborhood do you live in? Base: All respondents, n=636.

Household



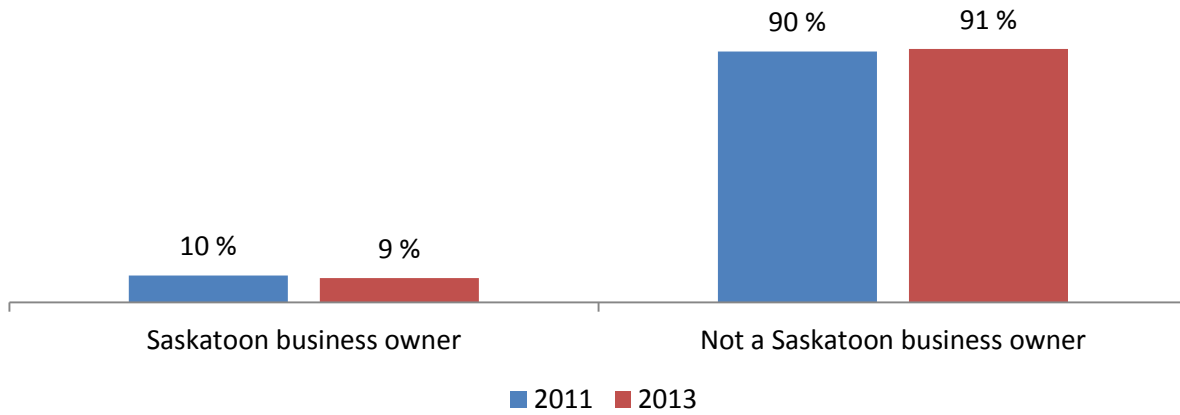
Q32. Which of the following best describes your household? Base: All respondents, 2011 n=621, 2013 n=636.

Education



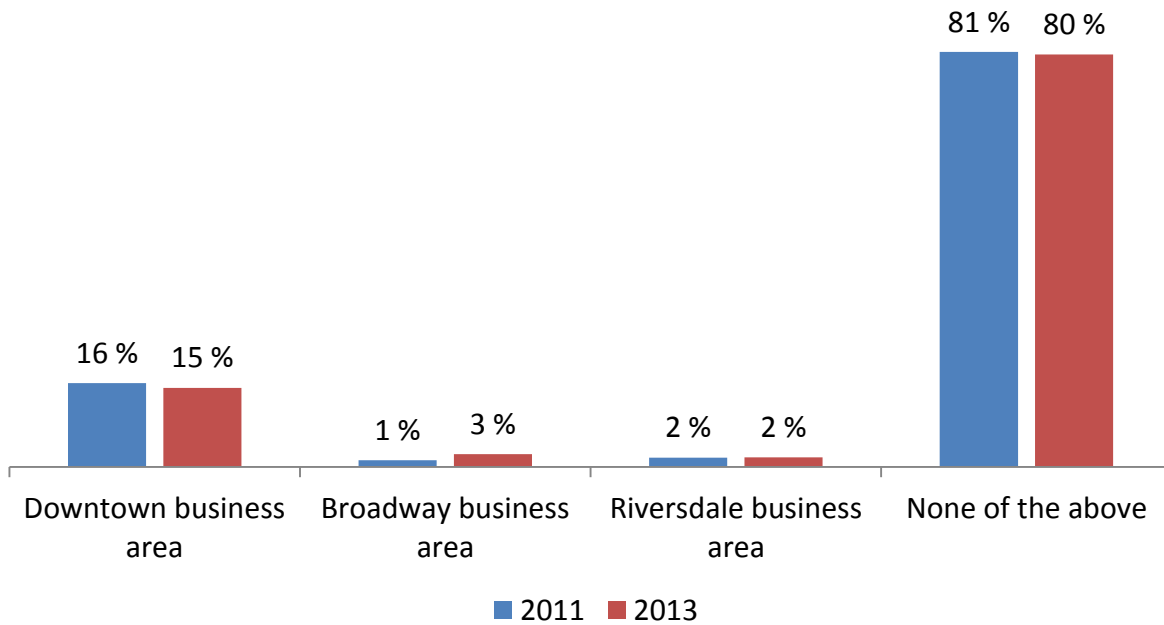
Q33. What is the highest level of education you have completed? Base: All respondents, 2011 n=621, 2013 n=636.

Business Ownership



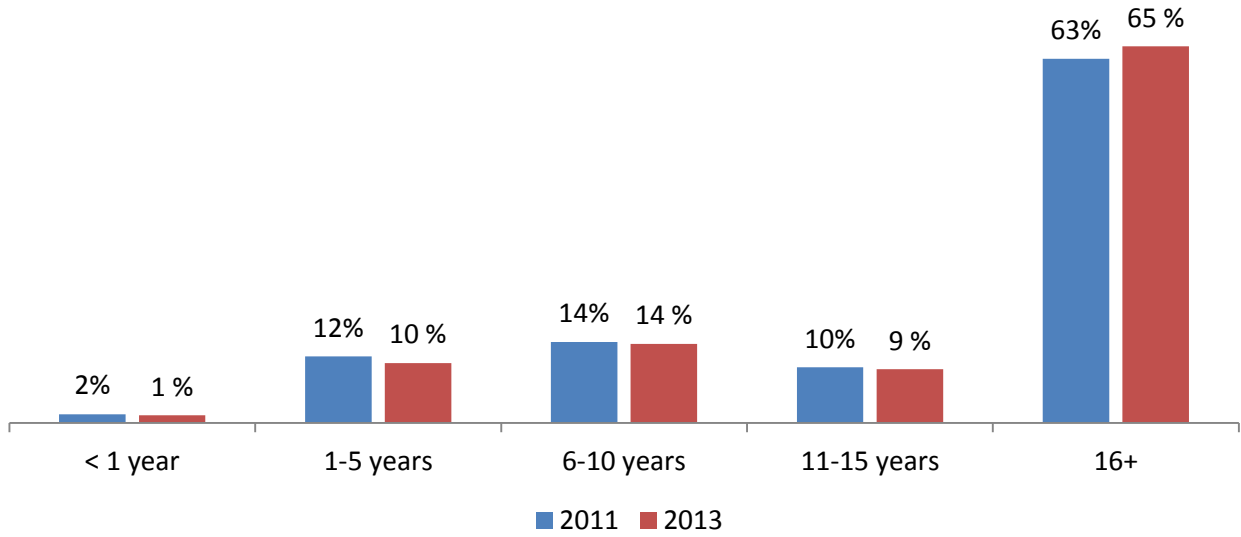
Q34. Do you own a business in Saskatoon? Base: All respondents, 2011 n=621, 2013 n=636.

Work Location



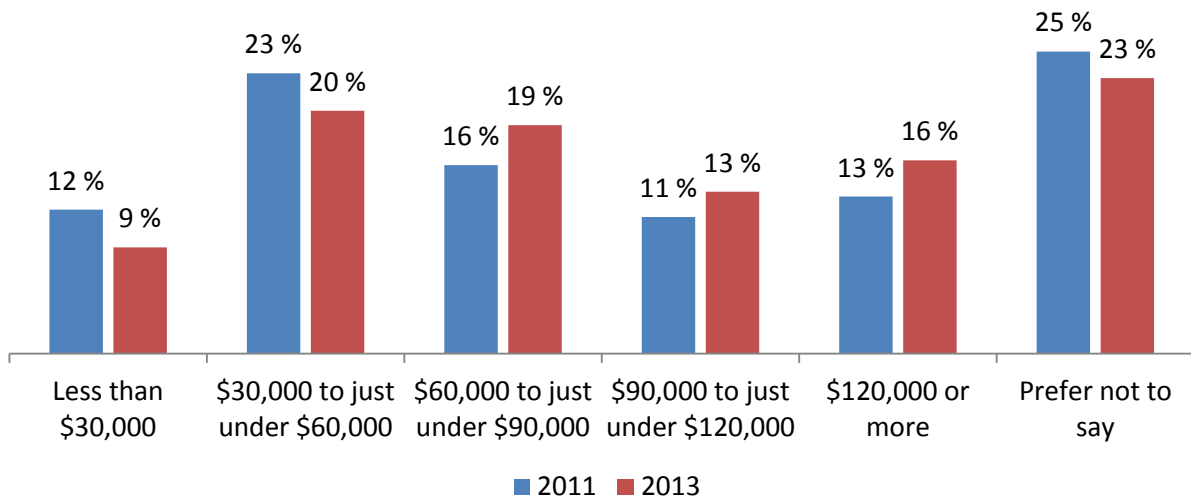
Q35. Do you work in any of the following areas? Base: All respondents, 2011 n=621, 2013 n=636.

Length Lived in Saskatoon



Q36. How long have you lived in Saskatoon? Base: All respondents, 2011 n=621, 2013 n=636.

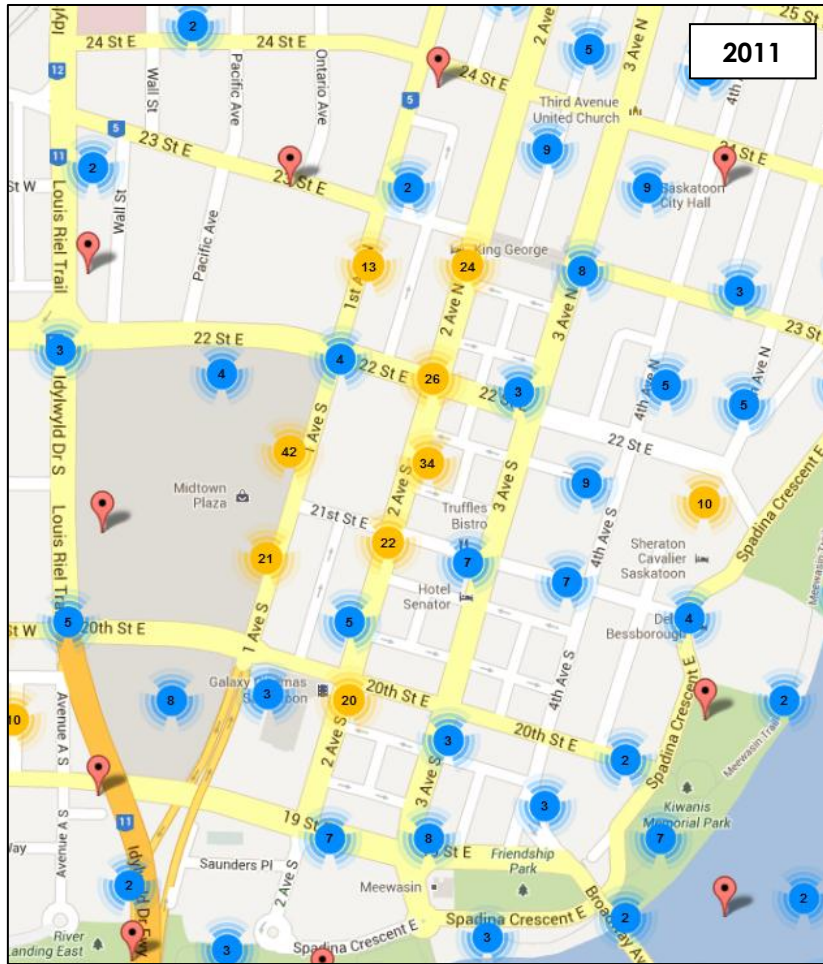
Household Income



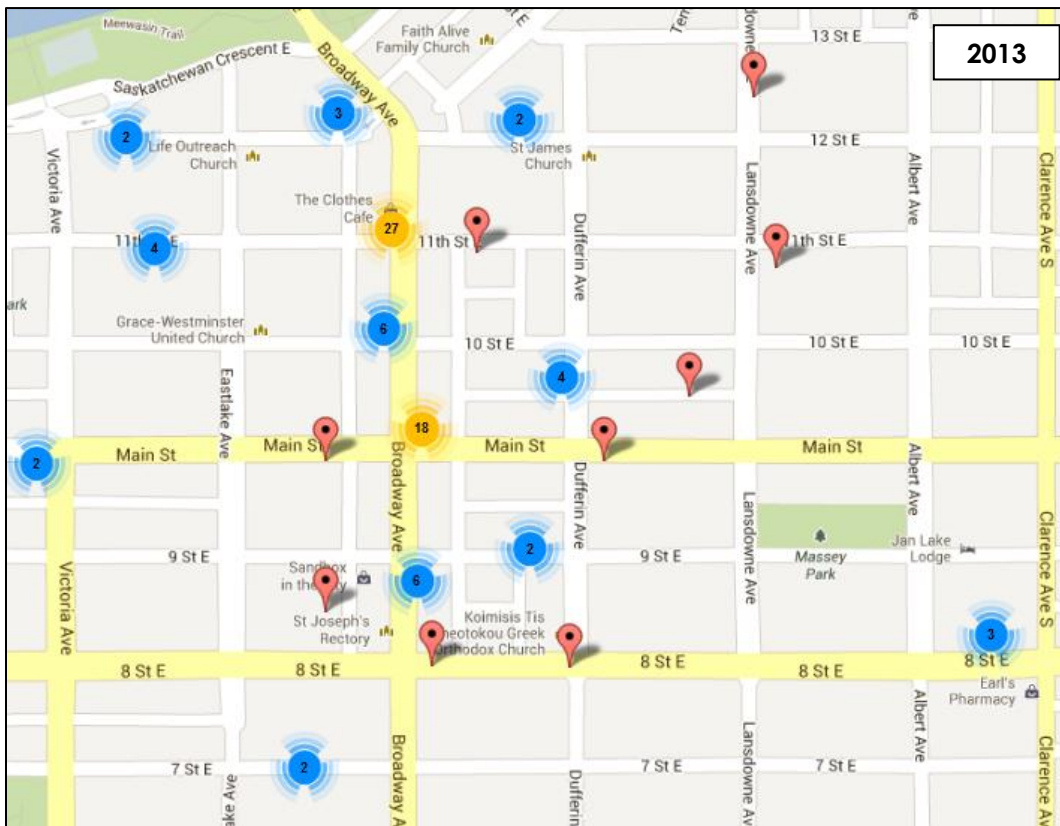
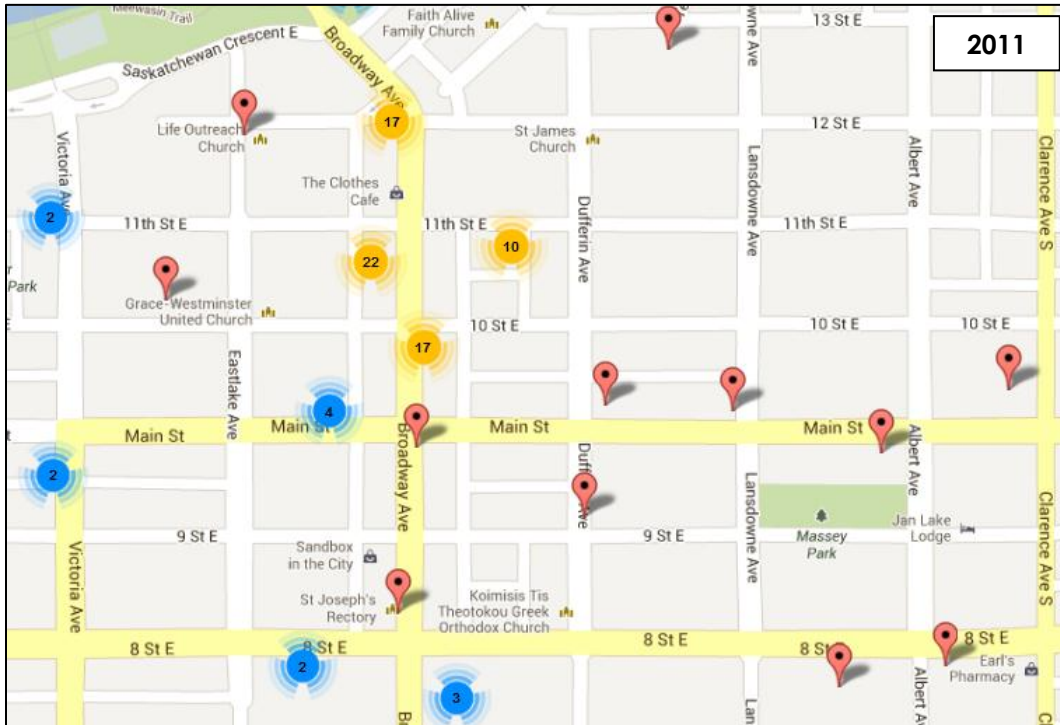
Q37. Into which range does your annual household income fall? Base: All respondents, 2011 n=621, 2013 n=636.

Appendix: Street Activity Location Comparison by Year

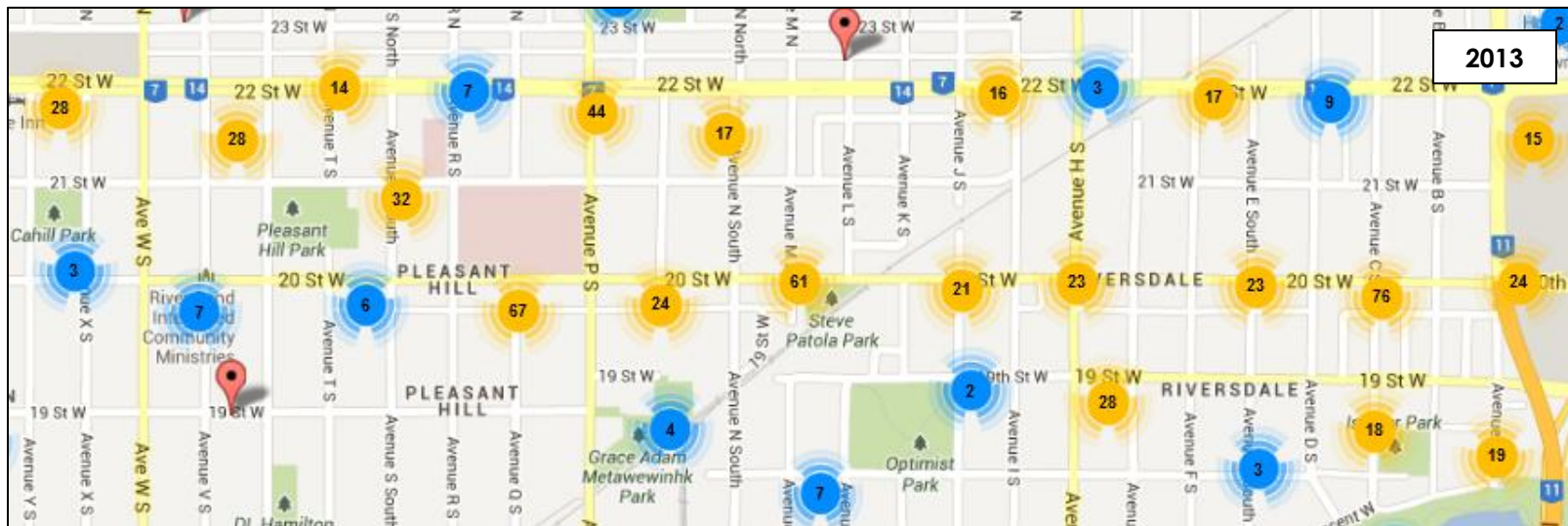
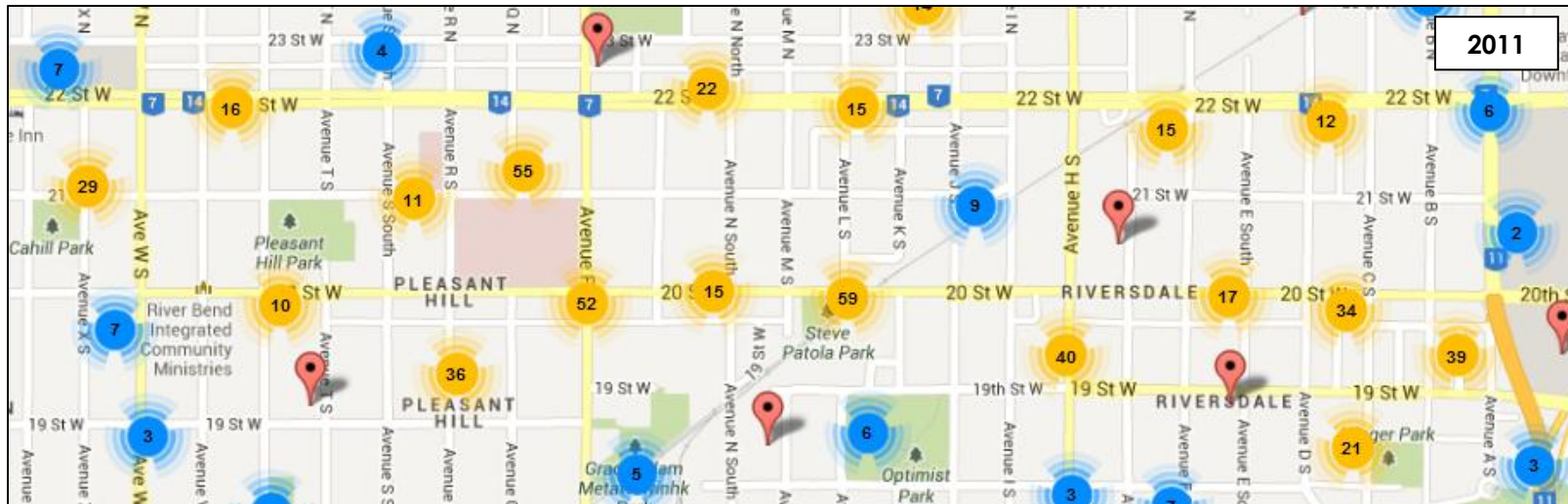
Street Activity - Downtown



Street Activity - Broadway



Street Activity - Riversdale



INTERCEPT INTERVIEWS



General Public Intercepts

In order to examine the general public’s perceptions of the area, the street activity they had witnessed, and awareness levels and views of the CSP, Insightrix interviewers conducted intercept interviews with the general public in each of the three BIDs.

Downtown

For the most part, Downtown Saskatoon is seen as a nice, clean place with lots of good options for shopping and eating. Some noted issues include traffic and parking, with some specifically mentioning fights, loitering, and panhandling.

Street activity in the area is primarily seen as having decreased as compared to the previous two years, with some commenting that the closure of the McDonald’s and Olympia restaurants has had a large impact on reducing activity in the area. There are some comments about fights and activity in other places on 2nd Avenue, with the possibility being raised of the negative activity that used to be around the restaurants having simply moved down the street.

Panhandling is still seen as being prevalent in the area, but it is generally not considered as a barrier to where people would go or shop in the area. At worst, people interviewed referred to panhandlers as “annoying” and “creepy.”

Among those interviewed, awareness of the CSP by name was low and remained low even after interviewers described the program and showed a picture. Even those who had seen the CSP Officers around tended to be unsure of exactly what they did and whether or not they had any impact. Most people liked the idea of the program, believing it to be beneficial to both vulnerable persons on the street, as well as to businesses in the area.

Area Likes – Verbatim Comments

Busses are good, lots of banks nearby. The city is clean and the people are friendly.
It’s a beautiful city.
It’s nice, a main part of the city.
I like the little shops. They’re different from fifteen years ago.

I live close by.
I like walking in the area. I don't shop much, but I come here to eat and drink.
I like the benches.
Easy to walk around. Good selection of business for shopping and food.
I like the restaurants and shopping. The diversity is nice.
Diversity and culture.
I like all the festivals. It's a positive influence and brings people downtown.
All the new bars and restaurants. The sidewalk sale.
I like the architecture and the access to the river.
Cleaner than Regina, friendly people.
It's a good pace to come and shop.
It's relatively safe.
Shopping.
Lots to see and do.
Nice and clean and well taken care of.
It's the epicentre of Saskatoon.

Area Dislikes – Verbatim Comments

No parking.
This area is too busy. The roads aren't good and there is a lack of public washrooms.
Drugs and alcohol cause problems.
It bothers me when people have hats out asking for money. I don't have much.
Lots of fights on 2 nd Avenue between 21 st Street and 22 nd Street. I stay away from downtown because it's a rough area.
Parking.
Problems with people fighting and arguing on 2 nd Avenue between 21 st Street and 22 nd Street.
Heavy traffic on 2 nd .
All the kids downtown. I tell people to avoid this area.
Panhandling and the ignorance that comes with it. People looking down on others.
I was assaulted in broad daylight.
Dangerous people.
Feels congested, poor parking, poor transit system.
The roads are awful.
Poor transit and parking.
I wouldn't recommend coming down at night due to safety issues.

Street Activity Seen – Verbatim Comments

Not much in the past few years.
Lots of panhandlers make it look rundown.
Busking is at least earning some money.
They are always by the mall. Someone asked for change and when I said I didn't have any. He called me a liar. I showed him and he apologized. I give them respect.
Lots of musicians.
All over the place. Hasn't changed over the past few years. You see the odd drunk.
A lot of people on the streets have addictions. If I have spare change I will help them.
The panhandlers are ok.
A lot of people ask for change. I'll give it if I have it.
It's an infinitely better place than it was five years ago. You used to always get accosted. I think many people still think it's a bad area even though that isn't true anymore.
Better now. People used to avoid the area because of the crowds around McDonald's and the Olympia.
Quite a bit of panhandling, but its better now that McDonald's has closed. The evening is dangerous.
Has improved over the past few years. Less people living on the street.
There are some panhandlers and homeless people, but they don't bother me. I prefer buskers because they perform a service.
I don't care for the beggars and panhandlers, but I appreciate the buskers. Panhandling was worse two years ago.
Makes me uncomfortable when they are too aggressive.
Buskers are less intrusive. They give you a product for the money you give them.
Street activity doesn't influence me.
I see it by the mall a lot, but it doesn't influence where I go. Panhandlers used to be more aggressive. Buskers are at least providing music, not just begging.
People loitering. It never looks good. You're automatically suspicious.
The downtown association wants to get rid of all panhandlers, which I don't agree with.
Sometimes influences where I go.
Lots of amenities and a nice atmosphere.
I see lots of panhandlers, but it doesn't influence me. Poverty is an issue and it's becoming more prevalent.
Panhandling is worse than busking.
There are panhandlers on every corner. I lost \$7 just coming here.

Panhandlers are a bit creepy and annoying. It tends to test your patience. I'm glad McDonald's closed. It's slowly getting better.

Community Support Program – Verbatim Comments

They should hand out gift cards.

Have them at night and where people might need them, by bus malls or hospitals.

I've seen them, but I'm not sure what they do.

They talk to people with problems.

It's a good idea. Helps businesses deal with street activity.

I think it's a great idea. Provides help for the people who need it and cleans up the area.

I like the idea of supporting people who need it. I suspect it would have a positive impact.

Anything you can do to help people in need is a good thing.

I don't know much about it, other than they try to help those that are panhandling. I don't know about the impact. I keep seeing the same people asking for money.

I think it would be a positive thing.

I think they've had an impact, but I'm not sure.

I think they could spend less time on jaywalking and more time on reaching out to the people who are panhandling. I haven't seen an impact.

I've heard of it, but I don't know what it does.

I question the effectiveness because they're wearing uniforms and people who need the services stay away from uniforms.

I'm not sure of the impact. This interview is the first I've ever heard of them.

I have heard of them. They are an association that support people, but I don't know much more than that.

I haven't seen them here, but I've seen them in Riversdale where I live. I'm not sure what they do.

I'm familiar with the program. I've seen them in the bus terminal and on 2nd avenue. They've helped clean that up.

I've seen them downtown, but I don't know what they do.

I saw them helping someone during the winter.

Broadway

The Broadway area is seen as being a vibrant place with a unique atmosphere. People enjoy the feel of the area, as well as the shopping and festivals.

Dislikes include issues with parking and traffic, as well as some issues related to the bars and festivals, such as noise, garbage, intoxicated people, and the occasional street fight.

The area is perceived as having a low amount of panhandling but a comparatively high number of buskers who are, for the most part, appreciated and seen as being a part of the atmosphere and character. A common thought is that busking is fun entertainment, but panhandling is just begging without providing a service.

Like in the responses regarding Downtown, awareness of the CSP is very low. Some people have seen the officers in the area but are not sure what they do. Once interviewers provide a description of the program, support is high, as most think the idea of the program is good. Some suspect that the program must be having an impact, as it would account for them having seen fewer panhandlers in the area than in the past few years.

Area Likes – Verbatim Comments

Wide variety of people, stores and activities.
Lots of people.
A lot of character and friendly people.
Trendy.
I like all the stores and the atmosphere. The Fringe is fun.
Shopping. I like all the trees as well. Not a lot of crime.
The trendy shops.
Broadway is unique and different from the rest of the city.
I love the Fringe.
I like the eccentricity of the area, the sidewalk sales and the street performers.
Pedestrian friendly, shops unique to the area.
Awesome people everywhere.
Close to everything. This is the best area in the city for working and my daily commute.
Lots of activity. Festivals, patios, music. Nice area to shop and work in.
Friendly atmosphere, nice place to grab a drink.
Fringe festival and the diversity of the neighbourhood.
Lots of interaction on the street. People are smiling and happy.
Peaceful and handy for shopping. A nice area with few safety concerns.
I like the history of the area.
I've lived here for 12 years. I wouldn't still be here if I didn't love it.

You get a variety of people. It's kind of funky.

You always see people you know.

I feel safe here.

Area Dislikes – Verbatim Comments

Bar noise after hours.

Drunk people at night.

My biggest problem is parking.

Parking is an issue.

When they shut down the Victoria bridge, traffic got more congested.

Parking is limited.

Panhandlers.

People drive too fast through here.

The buildings need some upgrades and renovations.

Parking.

Too many potholes.

Skateboarders.

Increased traffic since Victoria bridge closed.

Traffic is too heavy in this area.

Drunk people.

Night time sucks; Drugs, fights, brawls.

The traffic doesn't pay attention to the pedestrians.

Dirty in the morning. I don't like being woken up by drunks.

Street Activity Seen – Verbatim Comments

I've seen buskers, but nobody panhandling.

Seems to be more homeless people than before. The area is ok in the day, but not so much at night.

I love all the buskers.

I've seen a few homeless people but not panhandling. Busking adds culture, while panhandling takes it away.

I see buskers and panhandlers occasionally. It would affect where I went if there were more of them. Busking is entertainment, panhandling is just begging.

Haven't seen much, but we're from Vancouver, so we're used to it. I would say panhandling is a turn off to businesses.

Panhandlers don't influence us, but it reflects poorly. It used to be worse, though and it's not terrible now. We appreciate the people playing for money; they aren't in your face like panhandlers.

I've seen panhandlers on Broadway, but they don't bother me.
Buskers and panhandlers are in every city.
Panhandlers are cheap, good entertainment.
You don't see many panhandlers here.
Buskers contribute to the area.
I've noticed fewer beggars over the past few years.
Panhandling near bars, some busking. I think busking is positive for the area, but panhandling is bad. Haven't seen as many panhandlers as I did in the past.
Loitering is annoying, but not really serious.
There are far fewer panhandlers in the area now. I used to get accosted all the time.
Rarely see things here. More activity downtown.
Buskers are fun. Panhandlers aren't fun.
I see buskers near Broadway and 10 th Street. Busking is a way of earning money.
You see a few things here and there, but not like Downtown.
I mostly see things around Broadway and Main street.

Community Support Program – Verbatim Comments

I haven't seen them here, but I have seen them in Riversdale.
I like the sound of it, but I haven't heard of it before.
Now that I've seen the picture I realize I've heard of them. It's good that they are helping people.
I've seen them, but only in passing. I don't know much about it.
I know of it, but I don't know much.
I've seen them, but am not familiar with the program.
We have something similar in Vancouver, but I haven't seen them here.
I've seen them, but have never talked to them.
I've seen them, but I have no idea if they've had an impact or not.
The program makes people feel safe, but I'm not sure of the actual impact.
Yes, I've seen them around. It's good because it gives help to people while protecting business interests. I think it's had an impact, because I've seen far less panhandling.
I haven't heard of it, but it might explain why I've seen fewer panhandlers around.
I think it has an impact as it deters panhandling.
I've seen them. I wasn't sure what they were. Sounds like a good idea. Gives people help and access to services while helping businesses and minimizing police presence.

I'm sure they are good value because it deters people from doing bad activities. Just their presence is a good service.
I saw them yesterday. It seems like a good idea.
I love it. I've talked to them and think it will be a big help, keep it going.
I've seen them around, but I'm not sure what they do.
I saw them in Riversdale. I think it's a really good idea.
I see them sometimes. Don't know what they do.
I think they are great for emergencies. They make you feel safe.

Riversdale

As with Downtown and Broadway, Riversdale is seen as having a unique atmosphere. The area is seen as being a good place to shop, with a growing coffee shop and restaurant industry. Diversity and culture are also seen as being strengths of the area with some indicating the area has a community feel. People also like how the area is growing and being renovated.

More serious street activity is noted in Riversdale as compared to the other BIDs. Reference is made to drugs, gangs, and prostitution, with some saying that the area is especially dangerous at night. Panhandling is commonly seen, but it is not generally noted as a big problem.

Riversdale residents tend to feel that the area gets a bad name but does not deserve it. One non-resident's comment, "I'm not from here but I know what's going on. I don't need to see it", seems to emphasize this point.

Again, awareness of the CSP among the general public is low in this area, but people generally like the idea of the program. There is some reference made to the area being better than it has been in the past due to the presence of the CSP Officers and that the officers have been well-received.

Area Likes – Verbatim Comments

Convenient shopping.
I like this area, as well as most of Riversdale.
Amenities are good, hospitals are close by.
I know the area.
The area is starting to look good. They're fixing it up.
Friendship Inn, church

I have lots of friends here.
Large variety of shops.
Lots of services available for free. Know everyone by name.
Food. Friendship Inn. Parks.
The stores, the cafes, and the theatre are good.
There is a lot of diversity and art activity.
Farmers market.
The area has a very friendly feel to it. I think it has developed well and has a cultural feel to it.
Strong food culture. Store fronts are starting to clean up and the area is becoming a better place.
I like the renewed feel of the area. Very cultural mix of people and businesses.
At one point in time it wasn't the place to come, but now it's better.
I would tell people it's not as bad as it's made out to be.
I know everyone and everyone likes me.
The swimming pool and the people.
I like the coffee shops and restaurants, and that it's close to downtown. The winter festival was fun.
The markets and the riverbank.
I love the community atmosphere. Good access to the river. The farmers market and the parks.
Nice views, nice old buildings.

Area Dislikes – Verbatim Comments

Noise and fighting.
People doing drugs.
Don't like this area. Lots of fighting and drug dealers. Don't like to bring the kids.
I don't like hookers. A lot of people on drugs. All the perverts out there. It makes it a bad area.
Not enough malls, too much racism.
Very frightening at times. A lot of vandalism and scary people.
Kids wandering around late at night.
Too many gang members and kids hanging around late at night.
Crime, pollution, murders. People are hostile.
Drugs. Starving families that don't have proper homes.
Not well taken care of.
Drugs. The violence. Cops either don't come or they overreact.
Lots of booze around.
Rough area, too many drugs. People selling stolen stuff.

Dislike parking in the area in the evening.
Rowdy people.
Still run down in parts and needs more work.
A bit busy with the traffic.
Drugs and needles.
Panhandling and busking make the area look pretty bad because people think all panhandlers are drug addicts or drunks.
Rude people who try to act tough and want to fight.
I don't like the working girls out walking. I give them condoms to help them out.
Panhandlers.
It has a bad crowd. You never know when you're going to get jumped. Police should drive around more.
Druggies and needles.
I don't like being here late at night. It's dangerous.
19 th is a bit unsafe, traffic moves too fast.

Street Activity Seen – Verbatim Comments

I see panhandlers almost every other day. Usually around Avenue H and F, and around the liquor store.
A lot of violence, stabbings and fighting. I see panhandlers sometimes. Doesn't influence where I go because I live here.
Panhandlers all over the place, same as always.
Fights.
Gang activities. It's not good for families.
Many panhandlers everywhere. I've seen dirty needles around.
This is 20 th street. This is where the working girls are. Also drug dealing. It makes it look bad. I saw a lady panhandling with two kids. It's not right.
I have seen panhandlers by the liquor store, but it doesn't influence where I go.
People having sex on a mattress on the street, injecting drugs on the street, panhandling.
You see drunk guys all the time.
You see panhandlers by the liquor store. It makes a difference where I go.
All you see are negative people.
I live in the area and it's not as bad as you think.
It's more downtown. Less here than two years ago.
People sitting, mingling, shouting, spitting, sleeping. It has negative impressions, which makes it a place you don't want to go.
Things are changing for the better but illegal activities need to be addressed.
I've seen some panhandling. It makes me uncomfortable, but wouldn't deter me from coming to the area.

I think there are drug deals that happen, but I haven't seen any.
The area has revitalized in the past two years. It's friendlier and cleaner.
No, you saw them two years ago.
I see them all over, but they don't bother me.
Violence, drug activity, girls working across the street, getting jumped.
Johns picking up dates. Sometimes they think I'm a working girl.
I won't go for walks because of everything I see around here.
I'm not from here, but I know what's going on. I don't need to see it.
I see panhandlers by the liquor store. They should move it.
It's a nicer place than two years ago. I've noticed a couple patios in the past year. More people having coffee on benches.
Mostly around the liquor store.

Community Support Program – Verbatim Comments

I've heard of it, but don't know about the impact.
I saw them earlier today. They have a van.
Pretty familiar. I have talked to the one girl in the picture.
I've seen them downtown. It has an impact in that it intimidates the panhandlers.
I'm familiar with them. I've seen them on 20 th . I think they help people.
It's good. They keep the streets quiet when they're walking around. They've had an impact. Not sure about drug dealers, but the hookers have quieted down.
They seem intimidated by the general public and act like they don't care. Seem underequipped and lack knowledge for the type of work they do. They've had no impact at all.
I like them, they're good to people. Not sure if they've had an impact.
They hardly come around here.
It's a good program, but they are small and just walk around. Can't do anything.
Sounds like a good idea. I think it would have a positive impact.
I've seen them around. It probably has a positive impact because it would deter illegal street activity.
Seems like a good idea.
Yes, I think it helps to supervise the area and help people in need. It tends to be a street where homeless people in need gather.
It's a good idea, but where are they when I need them? I don't think they've had an impact.
I've seen them walking. They are like security guards. They said hi to me and asked how I was doing.

Yes, it's a great program. It helps people and businesses and is less threatening to those in need. I find the cops are too aggressive in this city.

Business Intercepts

Along with the general public intercept interviews, Inshtrix interviewers also spoke to businesses in each of the three BIDs to gather impressions of street activity, its impact on the business, and awareness of the CSP.

Downtown

Businesses Downtown were very positive in regards to the various sidewalk sales and festivals held there. Some mention issues related to road closures; however, businesses find the activities create a sense of community in the area and bring in more customers. Negative street activity is mostly limited to loitering and panhandling.

The closure of the McDonald's and Olympia restaurants on 2nd Avenue has had a big impact with some businesses saying that activity has dropped significantly. Others say that, while it may have dropped at that corner specifically, it has likely dispersed to other places in the downtown area.

Panhandling is an issue in the area, with customers sometimes mentioning to business that they are uncomfortable or afraid. Some businesses believe that panhandling has decreased over the last few years.

Awareness of the CSP is much higher among businesses than the general public. Some businesses even mentioned the program to the interviewers before being asked about it. Many have seen the officers, some have met them, and some have had an occasion to call them with an issue. There is some skepticism, however, regarding the officers' authority or ability to deal with problems encountered on the street.

Overall, businesses in the Downtown area believe the program is valuable but are not sure of the impact yet. One mentioned that, since the program began, he has not had any problems with panhandling. Another said he had not seen an impact yet but noted that the program was only a year old and it was too early to tell.

Street Activity in Area – Verbatim Comments

Sidewalk sales are good.
Busking and loitering are negative. The sidewalk sales are good.
Street festivals and sidewalk sales. Have also seen busking, panhandling, public drunkenness, and public drug use.
A couple people just hanging around.
A lot of panhandling. Sidewalk sales are nice.
Sidewalk sales and busking.
Stealing and drinking.
Quite a bit of loitering, drug deals in the parking lot. Panhandlers. Since McDonalds closed there is less loitering.
A bit of loitering and panhandlers.
Busking and panhandlers.
Panhandling.
Sidewalk sale and cruise weekend make sales go up. No loitering or negative problems.
People asking for cigarettes at the bus stop outside.
Sales and festivals are good. Aggressive skateboarding causes problems for pedestrians. A couple of buskers around, but they're not very good.
Loitering and panhandlers. Events like sidewalk sales and festivals improve business and encourage a sense of community.
Sidewalk sales, parades, Taste of Saskatchewan, Jazzfest, create traffic and buzz.
Yelling, screaming, ambulance and police. All of those are frequent.

Impact of Street Activity on Business – Verbatim Comments

Panhandling doesn't really affect us. Haven't really seen any changes over the past few years. Some people don't want come downtown later so we close earlier.
They came in and asked for a bit of change. Got a bit upset, but left. Customers don't really comment on it. Had to call police for drunk and violent people.
Some customers don't like coming downtown because of the panhandlers. Sometimes customers say downtown is overcrowded and dirty.
Panhandlers don't bother us. Things have been about the same over the past few years.
It scares the customers. People are sometimes unwilling to come in. We report things to the police about twice a month.
It's not quite as prevalent as it was in past years. Customers say they don't like the panhandling. We've seen drug dealing on the bench in front of the store.
We report things to the police about once or twice a week. Problem tends to

be gone by the time police arrive. Since McDonald's has closed, people have moved over here in groups.

At night, people don't want to use our ATM.

It deters customers if they are in the entryway.

Sometime we have to kick people out.

It keeps people away. They get pushy and scare customers.

Panhandlers make people nervous when they are around our door.

Last year we had issues with people coming in and asking to clean the windows.

We used to get panhandlers when the King George and Olympia were open, but it's changed since then. I think it was more of an issue at night.

In the past people complained about panhandlers, but none have this summer. It's definitely better than in the past two years. I don't know where they've gone, but they're not here.

I notice nobody loiters around the McDonalds anymore, but they seem to have moved further down 2nd Avenue. They make me uncomfortable and I cross the street to avoid them.

Nobody can get into the shop to do business.

Someone came in and stole our toilet paper once. We've also had a couple of bikes stolen.

Business has improved 50% since McDonalds closed. McDonald's was the problem. I was assaulted twice, but less than 10% of panhandlers are a problem.

Panhandling discourages customers from coming in. It's increased in our area.

People feel uncomfortable with that kind of activity.

Community Support Program – Verbatim Comments

They're doing a great job. They're friendly and talk to panhandlers, which is good because it can get a bit scary. They have cleaned up downtown.

I think it's great. Makes employment opportunities and takes away stress from the police. It makes Saskatoon safer. It would be nice to know how to reach them.

I've seen them, but I don't know what they do.

Panhandlers aren't scared of the support program. They have no authority. They just talk and can't do anything.

It's a very good program. They are very competent. It hasn't had an impact on my business yet, but keep up the good work.

It would be great to have people here to be secure. Police don't come soon enough.

We've reported things to the Community Support Officers. They have a prompt response. You notice their presence, it's great. It has helped with the loitering,

they know repeat offenders.
They would be who we first call if we had a problem.
It's not very effective. It doesn't address the problems. They're nice. I don't think it's had much impact. Maybe less loitering.
I like it. Their presence deters shoplifters and panhandlers. It keeps riff raff out of the store and helps the police deal with minor issues. I'd like to see it become permanent and be around more in the summer.
It's a great program. It's made some difference, them being out there.
Haven't heard of it, but it's definitely a good idea. We'd also like to note that we've had no issues with the Lighthouse being across the street.
Since the Community Support Officers started, I haven't noticed any problems with panhandling.
It absolutely has had an impact. I love the program. Doesn't use up police resources for annoyances. The officers have the authority and social service skills to deal with these things.
I haven't used it, but I feel comfortable that it's available.
It's a good idea, but I don't know who they are.
No, but it's a good idea. Especially in the evenings when it's sketchier. I hope we see them around.
It's too early to tell, it's only been a year. It's a good idea, but it's going to take time to see how effective it is. Communication is going to be key to its success. They came in and told me about their philosophy and approach.
Have they been here and given the best advice they can based on the resources they have? Yes. Have they had an impact on our business? Not really. I admire and am thankful for the program, but the direction has to have a stronger focus before there will be any visible effort.
I don't think they are taken very seriously. It's nice to have around, but their role hasn't been clearly defined and I note no change with our issues. They are nice enough, but their authority is limited and often mocked.
I've had to call the Community Support Program about a panhandler who was then arrested. He was firing a cap gun at everyone. The officers are good, but I wish they would come faster when we call.
Yes, I see them walking by. I like it. It seems that things happen a little less when they are around. I've never met them.

Broadway

When asked about the kinds of street activity seen or experienced in the area, businesses in the Broadway area are much more likely to mention the various festivals that occur in the area than negative street activity. Some indicate that there are some negatives associated with the festivals (intoxication, noise, and garbage) but for the most part feel they add to the atmosphere and identity of the area.

Businesses note that panhandling is not very prevalent in the area, but customers occasionally mention it and say that it is intimidating. A few businesses indicate that panhandling has increased over the years while some also noted that there are more homeless people present compared to previous years.

As with Downtown, businesses in the Broadway area are more likely than the public to be aware of the CSP. However, familiarity regarding program details is lower. Once given a description, most feel that the program is a good idea. The general belief is that, if the program has not already had an impact on the area, it likely will have an effect in the future.

Street Activity in Area – Verbatim Comments

Used to have kids walking in the street and the back alley.
Festivals, fringe, street sales. Many homeless people, often drunk.
Fringe, street sales, buskers, homeless people, loitering, drunken antics.
Art festivals, fringe, street sales.
Street fairs, fringe, buskers, loitering
Art festival, fringe
Some drunk people.
Fringe, bar hoppers, lots of bar people, coffee shop goers.
Busking, loitering, festivals. Slower in the winter. Parking is an issue with festivals.
Kids hanging around after school.
Mostly buskers.
Parking.
Buskers. A lot of loitering.
Fringe, street fair, art encounter, busking, always kids loitering unless it's raining or too cold, panhandlers.
Sometime busking, begging, people doing paintings.
Street festivals, sidewalk sales, busking.
Seems to be more homeless people around.
Fringe, concerts at the theater.

Gets busy when the theater lets out.

Impact of Street Activity on Business – Verbatim Comments

Doesn't really affect our business.

Homeless people often drunk and in the store, but it's not really a big deal. They have a cup of water and leave.

Homeless and drunk people come into the store and make people uncomfortable. Seems to be more homeless people around.

Not really. I've seen them around Broadway and 10th Street. Seems like we have fewer young people sleeping on the riverbank lately.

They're mostly around Broadway and 9th Street and Broadway and 11th Street. Not so bad, just annoying.

Most of them know not to hang around out front. Sometimes there are drunk, rude people.

Customers like the buskers hanging around outside playing music. We've had kids doing drugs in the bathroom every now and again.

Parking is an issue with the fringe.

Sometimes people sit in front of the building.

Panhandlers deter customers. It's gotten worse over the past few years.

The panhandling doesn't seem to deter customers. They seem to move around a lot.

Cops drop in once a month or so, but we haven't had any problems.

People wander into the business when they see people performing outside. I've seen panhandlers on the corner by Broadway and 11th Street.

Panhandlers bug clients and sit on the plants. We report them about once a week.

Sometimes people come in and ask for free samples. It intimidates customers.

Community Support Program – Verbatim Comments

I've seen them here, but more often Downtown and in Riversdale.

Don't know what they do outside of chat with homeless people. Do they have any authority?

I've heard of the program, but I don't know what they do.

I'm not sure it is the best. It seems like a large expense that could be invested elsewhere.

I've only heard them yelling at bikes to get off the sidewalk. Never met them. The program is good to have, maybe focus more on hood rats than bicycle people.

They look like cops too much. There is a stigma with that. They should hand out gift cards or coupons. They only have a small amount of authority. Not sure of

the impact.
I think I've seen them.
I don't know anything about them. It would be nice to meet them.
I've seen them downtown. It's a good idea, but I've never dealt with them.
They were polite, introduced themselves and gave us contact info. Asked if we had any concerns. They've been able to move panhandlers away from my store front.
Seems like a good idea.
I've met them. It's a good idea. We would contact them if we had problems, which happen fairly rarely.
It's a good idea. I like it because they work with people rather than threaten them. I also like that they don't carry weapons.
I like them. It has improved the community. It's good to know there are people we can call. Hasn't had an impact yet, but it probably will. It stops suspicious activities on the street.

Riversdale

Businesses in the Riversdale area have witnessed a wide range of street activity. Some of these activities are comparatively less serious, such as panhandling and loitering, and some are more serious, such as drug use and dealing and prostitution. Despite this, a good portion feels that the area has been improving over the past few years. Mention is made of a change in area demographics, with more families and business-minded individuals moving in, as well as a decrease in the number of prostitutes in the area. Others say that the closure of the Barry and Albany hotels in previous years had a large impact on the area.

Businesses do not believe that street activity has a strong impact on their customers. Some customers mention they are uncomfortable with some of the activities they see, but businesses either ignore the activity or take care of it themselves by asking those involved in the activities to leave. One business person noted, "Activity does not really have an effect. If they need to come in, they come in."

As in the other two BIDs, awareness of the CSP among businesses in Riversdale is higher than among the general public. Similarly, knowledge of program details is weak. There are still some who have not met or seen the officers, but they indicate that they believe the program will be beneficial and look forward to meeting the officers.

Street Activity in Area – Verbatim Comments

People walking by. I haven't seen good activities. Seen drug dealing and people fighting.
People biking, drug deals, fighting, bumming smokes, begging for money, hookers.
Prostitution and drug dealing are frequent.
People loitering, hookers.
Hookers and drugs.
Drugs, needles, foot traffic.
People asking for money.
A bit of loitering, but not much. If they extended the sidewalk sales out to my area, that would be nice.
Loitering and selling of drugs, prostitution, stolen goods. Intoxicated people daily.
I've had a couple people asking for money out front. Street festivals are nice.
I don't see a lot. Some people going through the garbage.
Drunk people.
Drug use.
Loitering.
Once in a while I get asked for money in the alleys by my business. The Barry Hotel closure changed everything.
Years back we had problems with drug dealing, but it's been fine for years. It's gotten far better in the last two.
Mostly good. Lots of families.
It's terrible. The cops don't do anything. We've had windows broken. It's gone to hell on 20 th street.

Impact of Street Activity on Business – Verbatim Comments

Activity doesn't really have an effect. If people have to come in, they come in.
We get a lot of people who scam us or shoplift. Occasionally have customers who say they are scared of them.
It makes perceptions negative. Customers seldom mention. Odd that no one notices the hookers and drugs. Things have gotten a lot better. I've been here 16 years and I see a continual trend of improvement. I think it will continue to improve.
There are less hookers than a couple years ago. Things have gotten slightly better. There were no hookers when they had the police station on Avenue H ten years ago.
Most people just ignore things.
Have to clean vomit off the steps. Garbage and bottles around. Drugs were

more of an issue when we were on 20 th , but this new location is better.
Customers don't like people asking them for money. They say they are afraid to use our ATM at night. We have to call the police on occasion.
Occasionally an issue. We jump on it pretty quick.
It deters people from coming in. I do get the odd customer who complains about safety issues. I have to hire security and it affects my payroll.
We've been here three years and I've never seen any issues. Other business owners I've talked to say that since the Barry and Albany have closed down, the area has improved a lot.
Things are much better here. There's been a shift in people. More families and more business oriented people. Things are really good. This is a really good neighbourhood.
Sometimes drunk people come in and fall asleep on the chairs. We wake them up and send them out.
Panhandlers come in here. They interrupt when I'm talking to customers. I just ask them to leave.
Customers always mention the needles they see outside.
Sometimes people come in to try to steal things. People on drugs outside intimidate the customers.
Customers are constantly commenting on the things they see outside. I'm scared to come to work alone.
Panhandlers are here on a regular basis. They will approach and harass our customers. Customers are afraid and frustrated.

Community Support Program – Verbatim Comments

I've heard people talking about the program. They support needy people in the community, I guess.
I think it's an ok program. I haven't met any. I would say it's had an impact on Saskatoon, but not on my business specifically.
It's a good thing. I've met them. I'm unsure of the impact, though.
Maybe I have met them. It probably has an impact. If someone's watching, people will move.
They're pretty good. They pick up needles and walk around. I met one lady and thought she was pretty good.
It's nice to have the officers in the area. I think people are aware there are people looking after our streets. I haven't noticed an impact.
This is the first I've heard of it.
I'm not familiar with them. I like the idea because they can act as a liaison with the community.
Seems like it would be a good program. I think they maybe came in and said hi once.

Today I saw one of the officers and they approached an individual. They seemed to know him. I think they have a good grasp of what's going on in the neighbourhood.

I've seen them downtown, but I don't think I've seen them over here. I think it has an impact.

I've never seen them here, but it would be nice if they made the rounds.

I think it's a good idea, but I haven't met the officers. I would think there would be an impact.

It's a good idea if they can move away the riff raff from in front of the business. It's probably had an impact, but I can't be sure, I've never seen them around my business.

I've seen them. They tend to work along 20th street for the most part. It would be good to let them be known a bit more. I've never met them.

I've seen them downtown, but not in this area. I don't know what they do.

We were introduced to them last year. It's the most useless crap. I thought it would be different, but they don't do anything.

I think they've reduced crime a lot in the area. They're very active.

I have not seen any officers and I don't remember ever being contacted and being made aware of this program.

VULNERABLE PERSONS



Vulnerable Persons

In order to obtain a complete picture of street activity in Saskatoon, as well as the perspective of those who most commonly interact with the CSP Officers, it was important that those whom the program was designed to address were also consulted.

This was accomplished in two ways: through a focus group held at the Lighthouse Supported Living Shelter in Saskatoon and by interviewing vulnerable persons on the street when possible during the general public intercept interviews in the three BIDs.

FOCUS GROUP

Insightrix worked with the Lighthouse to organize a focus group with residents and to ensure that the group contained a mix of different people and experiences. Participants included a mix of ages, genders and races. Additionally, the group included people who had been at the Lighthouse for various lengths of time, ranging from four days up to nineteen years.

Engagement was high and the people invited to participate in the group were very vocal and willing to share many details of their lives and experiences on the streets in Saskatoon. Held in the common kitchen area of the Lighthouse, the focus group conversation was interesting and lively enough that a number of additional residents pulled up chairs nearby in order to watch and listen to the proceedings themselves.

The group started with a general discussion of likes and dislikes about Saskatoon, followed by a series of more specific topics including the following:

- Feelings of safety in Saskatoon
- The “how” and “why” of panhandling in Saskatoon, as well as possible solutions
- Awareness and perceptions of the CSP

Saskatoon – General Likes and Dislikes

Likes

Those participating in the focus group indicated that they liked Saskatoon very much and spoke highly of the city and its residents. One participant of the group, who was in town from Ontario, said that he believed the people and police were nicer than back home.

Verbatim Comments

The people are really nice.
It's beautiful.
The people are friendly.
It's nice.
It has good Aboriginal and homeless programs, better than it did fifteen years ago.
The police don't bother you in the downtown core. They are more helpful and friendly than in Regina or Ontario. I've even seen officers give change to panhandlers and buskers. That reflects very positively on the city.
There are lots of activities here. That's nice.

Dislikes

When asked what they disliked about Saskatoon, participants primarily discussed things that had an impact on their specific situation, such as having to subsist on a fixed or limited income, jobs for people with limited skills or disabilities, and affordable housing.

Verbatim Comments

The welfare system.
All the traffic. It's hard to get out of town.
No bus service for people on a fixed income. There should be a shuttle service, either free or for a donation, which has pre-set stops. That would be beneficial.
There aren't enough job opportunities for people with mental illness.
Housing is an issue.
Need more affordable housing.

Safety in the City

For the most part, residents of the Lighthouse feel safe in Saskatoon. Mention was made of the downtown core being very safe, especially as compared with other cities in Canada. This feeling of safety is specific to the daytime, as participants indicated that being on the streets at night was far less safe and that a lot of gangs were out and about at this time.

Another point noted is that those living in poverty in Saskatoon function almost as a community unto itself and people watch out for and help one another when possible.

The least safe areas of Saskatoon were identified by Lighthouse residents as the west side of the city and 20th Street in particular.

Verbatim Comments

The Lighthouse is a safe place.

We're in a good neighbourhood here at the Lighthouse.

For a downtown, yeah, this is very safe. You would think people with issues would be more vengeful, but they are not. People, especially those living in poverty, are more communal. We're safer amongst ourselves. Everyone watches out for one another.

When you don't have a place to stay and are on the street, you might have an issue, but that's rare.

If you abuse you could get into trouble, but if you're not drinking you should be ok.

I don't feel safe on the west side.

20th street is the least safe place.

Yeah, 20th street is unsafe between about 11 p.m. and 4 a.m.

Around here, there are a lot of gangs out at night.

Panhandling in Saskatoon

Reasons and Experiences

Participants had all panhandled in the past and most said they would continue to do so in the future.

The main reasons for doing so included buying food and paying for shelter, but participants were also quite open in admitting that feeding addictions was also a key reason for panhandling.

Verbatim Comments

I do it when I'm broke, to get a hamburger or a coffee.
It's especially important in the winter when the shelters are full. I do it just enough to get a room.
Some of us have addictions, but nine times out of ten it's done for food and shelter, just to live.
Addictions.
Some businesses accept us, but 60-75% will ask you to leave or move. Others don't mind.
Most people treat us well.
Sometimes people give us food, sometimes a church will invite us in for food.
Sometimes I get \$20.
I sometimes get \$100.
In Toronto I made over \$360 in three hours. Enough for a hotel room and a couple of meals.
I look after my stomach first and then money goes toward habits.

Panhandling Negatives

Even though participants said that Saskatoon is a nice place to panhandle and residents are mostly kind to them, they have had some negative experiences and do not particularly enjoy having to panhandle.

Verbatim Comments

The weather is a big issue.
I don't like being told to get a job.
Some people will curse at you and call you a bum. They don't know you on a

personal level; they just look at you as an inconvenience. We're people too.
You can't panhandle in the rain.
All the waiting is hard.
It's not very nice in the winter.
Pride is an issue. Sometimes it's hard to ask. It's like society wants to put you in a box and leave us there.
Asking is hard.
Sometimes I feel threatened by the odd stranger.
People feel intimidated by us. We are stuck on the street. We don't have the facilities to always shower and shave every day.

Solutions

All participants agreed that there is no easy answer and that root causes need to be addressed. The suggested solutions mostly focused on addressing the issues of poverty and homelessness, the two key reasons that were identified as making panhandling a necessity, as well as addressing addictions.

Verbatim Comments

Groups like AA help. They help get you off your addiction.
We need a better resource referral system. Maybe give the CSP's the ability to give out food certificates to McDonalds or something.
Maybe get us into different activities, such as swimming or tennis.
Employment referrals would help.
Maybe some kind of night program. Rent a church and work with police to have a movie night with snacks. What's a movie cost to rent? It would get 50 people off the street for cheap, and if they can't get into a shelter, maybe they could at least get off the street for a while.
I'm on a waiting list to get in school, but it's going to take two years.
The Lighthouse offers great programs for us, like cooking. If you can cook, you can feed yourself. Some people have never cooked before. Then we could get experience at the Lighthouse then go work in a restaurant. It would be something to put on a resume.
Life skills programs are helpful.
They should have an idea box at the Lighthouse.

Community Support Program and Officers

While few knew the CSP by name, most were familiar with the officers and once shown a picture of the officers in uniform, said they see them quite regularly. Some referred to officers by name.

Notably, no one had a single negative thing to say about the program or the officers and the only improvement suggested was to have more officers on the street interacting with those needing help.

Verbatim Comments

They talk to me every so often on the street and ask how I'm doing.
The program is good because they care about people.
They help the homeless.
Those guys will help you out.
We have something similar in Ontario. It seems to be working well here.
They help out people who are homeless, help them find a place to stay.
It's a good thing for the city. They care about people.
I'd like it to continue.
The city should continue with the program.
They need more officers on the streets.
We need more officers downtown. That's where we are. That's where you want to concentrate.

VULNERABLE PERSONS INTERCEPT INTERVIEWS

In addition to the focus group, interviewers conducted intercept interviews with vulnerable persons in each BID when possible.

Downtown

Vulnerable persons interviewed in the downtown area were less familiar with the CSP. Two had not heard of it, one said he had seen them around, and one was unhappy with them due to them catching him breaking a bylaw.

Likes – Verbatim Comments

Don't know yet. I just moved here.

It's a nice area. I like the bars. I would tell people it's a good place to relax and enjoy.

People talking and laughing.

2nd avenue, city hall, people watching.

Dislikes – Verbatim Comments

It's boring here.

Some people tell me to get a job, but I have a disability and can't work. Most people don't like me being here. I sleep at the Lighthouse.

People who litter when there are lots of garbage cans around. I don't like people who react to Indians negatively.

Community Support Program – Verbatim Comments

Haven't seen or heard of them.

Don't know.

I didn't know the name, but I've seen them. I like how they help people.

I don't like them. They arrested me for pissing in an alley because there are no public washrooms on the street.

Broadway

The two vulnerable persons interviewed in the Broadway area were split in their opinions of the CSP, with one believing the program is positive, and one saying that he knew of the program, but preferred to keep himself separate from the officers.

Likes – Verbatim Comments

It's an established area. Historically very interesting.

People don't bother me.

Dislikes – Verbatim Comments

People have trouble parking here.

Not enough empty containers around for recycling.

Community Support Program – Verbatim Comments

I think it's a positive move.

They do their own thing and I do mine. I panhandle on Broadway but live on the west side.

Riversdale

Most vulnerable persons interviewed in the Riversdale area are familiar with the program and officers. Only one out of the five interviewed said they were unaware. Of the remaining people interviewed, most were complimentary of the program, saying they like how the officers help them to find shelter and to limit the negative activities on the street.

Likes – Verbatim Comments

It's a nice area, lots of people around.

During the day, the people are nice and there's free food. Mostly people are nice to me.

I like the people.

I like the coffee shop.

The parks and the people in general.

Dislikes – Verbatim Comments

It's a tough life, people get drunk.

I hate that there's no safety on 20th street at night. It's very dangerous if you're alone.

I don't like all the drunk people.

Community Support Program – Verbatim Comments

I've heard of it, but I don't really use it. They've said hello to me.

They are friendly. They help us out with words of kindness, or hook you up with a

place for shelter or food. I think it's a good program. Nice people. There should be more around at night.

I'm not familiar with it.

It's good. They walk by and help me out. I think it's made a difference.

I've seen a couple of them. I saw them this morning. They were nice. They deal with drug dealings and keep the drugs down.

SERVICE PROVIDERS



Service Providers

In order to obtain the perspective of those agencies and organizations that provide services to Saskatoon's vulnerable persons, an online bulletin board was set up that the providers could access it at their convenience to provide their input on a series of questions.

A list of service providers that the CSP interacts with was provided to Inshtrix. Of the 38 names provided, 23 service providers agreed to participate. With e-mail reminders being sent, 11 (29%) providers logged in to the bulletin board and provided their feedback.

Street Activity

Service providers note many different kinds of street activity within the city, but they tend to focus on the root causes of the activities rather than the activities themselves. Homelessness, poverty, and gangs are all cited as being key issues in Saskatoon that lead to the various forms of negative street activity.

Providers have seen a rise in poverty and homelessness in the city, attributing it to the recent city growth. There is a feeling that the city is lagging behind other cities in providing services to those who need them most and that more coordination between the various providers is needed in order to be able to provide effective help. It is noted that currently providers are "tripping over each other" to try to help out the same individual in need. Funding and resources are seen as the main obstacle in providing assistance. Lack of suitable housing and shelters is a specific concern.

Ending negative street activity in Saskatoon is seen as being impossible. Providers feel it can be reduced but never eliminated. Understanding and addressing the root causes will have the most impact.

Community Support Program

All participating service providers have heard of the program, and many have had direct contact in the form of training and information sessions, as well as through assisting clients.

While the program is seen as having potential, service providers feel that more time is required for it to have a lasting and noticeable impact in the city. Additionally, there is some concern, once again, that services overlap between some providers and the CSP and more coordination and communication is needed.

Participant verbatim responses to posted questions are provided below.

Street Activity & Impact on Organization – Verbatim Comments

When you think of street activity in Saskatoon, what kinds of things come immediately to mind, and how do they impact your organization?

People who are accessing services and some who are looking to alleviate boredom by being out and about.

Mentally ill and /or substance using persons; apparently homeless; impoverished; cognitively disabled; unattended primary health care issues; traumatized; "lost"; struggling: "stuck" or immobilized; hungry; cold; unhappy; alone. We are impacted when their situations become untenable either to them directly or to observers in the community who request assistance for them. We can assist on an emergency basis but cannot provide sustained contact that promotes and encourages sustained change efforts.

Homelessness, sex trade, violence, child abuse, mental health issues - depression, suicide, anger. Increases the need for our outreach, domestic violence and community counselling services.

I think of panhandling, drug dealing, and prostitution as social issues. A couple of our clients have been known to panhandle in the downtown area. As for impact, there is no direct impact to our organization other than we have had to drive around downtown to locate our few clients who are panhandling in order to have contact with them.

Immediately we think of drug and gang activity. Violence and crime. These types of activity have a direct impact on our organization in a negative way.

When I think of street activity I think of people living on the streets who do not have a home. This impacts our work for it is hard for someone to put their health care as a priority when their basic needs are not being met.

Homelessness, illegal activity, gangs They impact our organization as these groups are who our organization is aiming to work within our city.

Street Activity in Saskatoon brings to mind number one issues of poverty. I see that most of the "issues" related to street activity are symptoms of the poverty that affect many of the people associated with street activity at our location. The vast majority of the time street activity will simply be benign pedestrian traffic, but there is enough prostitution, public intoxication, and random violent

acts that probably do not occur in most other locations, it is this small majority of activities that seem to pigeon-hole this area in a negative light. One of the biggest impacts for our organization is the presence of sex-trade workers in front of our building. We do not wish to simply move the locations that the worker's solicit, but would like to see the presence of John's and the sex-trade workers decrease through more positive programming and availability of street level workers who would be dedicated to solving the underlying issues that sex-trade workers face. The few negative activities that do occur impact our organization in a way that shapes our mission and vision. It is almost exclusively because of these behaviors that we strive to create a safe place for youth to come to. We are dedicated to showing that there is an alternative to life on the street, and that it doesn't mean youth have to leave the area either. We are dedicated to providing positive alternatives to drama that accompanies the survival mentality of the "street".

Panhandling – Verbatim Comments

What about panhandling? How does that impact your organization?

Our locations are rarely confronted by direct pan handling. However, we do see individuals attempting to "borrow" cigarettes etc. from workers and clients.

Not much if at all. We know some people for whom it is merely a source of income to support usually drug or other habits.

Panhandling as an activity does not directly affect our organization. Those who are panhandling are often homeless or dealing with other negative situations. Their need for counselling and mental health services impacts our organization.

We provide services to individuals who are living in poverty. Panhandling has been an activity that some of our clients have participated in as a means to generate additional money to buy cigarettes, etc. In addition to the money, they also do it as a form of social outlet. As for the impact on our organization, the Staff continually explores with the clients the reasons for panhandling and work with them around money management. In addition to this, the Staff is assessing our clients' mental illness status to determine if they are appropriately conducting themselves in public. Since panhandling is not against the law, we cannot prevent someone from doing this.

Panhandling is a deterrent to street appeal and has a negative impression on outside influences.

Where we are located we rarely see any panhandling.

It illustrates an issue in the community that we hope the programs/services we fund help decrease the need for people to panhandle.

No issues with panhandling.

Changes and Trends – Verbatim Comments

Over the past two years, have you noticed any changes or trends in Saskatoon, specifically in terms of the people who are using your services?

No. appears to be the same.

Our overall service count is up. I am unaware of trend changes.

Our outreach counselling sessions have increased. We are providing more services through our domestic violence unit.

The demographics of people applying for services are the same. However, the requests for our services are increasing as reflecting in our waiting list increasing. This is representative of the growth in our city and more people locating in Saskatoon which means there are more people needing mental health and addiction services.

Housing has become harder to find. There is a rise in HIV and IV drugs. Recently we have seen a return to alcohol substance abuse.

Over the last few years we have seen an increase of families utilizing our organization. We have seen more people living in poverty than ever before.

More teens using IV drugs.

As a community we know that there is more demand for services in the social sector. Since we are not an end user service provider, this is based on the demand on many organizations that we work with/fund.

Not really. Continue to serve the same demographic.

I would also agree that there is more visible poverty now than I have ever seen before, at our organization it also seems to be the norm for young families. We really seem to punish people who have children, they seem to have it really hard as not only are they trying to survive themselves, but they are face the overwhelming fear of not being able to provide for their children on-top of it all.

Biggest Concern – Verbatim Comments

In your opinion, what is the most important/serious concern facing your organization? Has this changed in the past two years?

Loitering or congregating in front of doorways with no intent to use the services. No it has not changed.

Trying to stay abreast of the multiple changes in the city and developing relevant responses. Trying to manage the associated sets of expectations from multiple directions. There is a developing culture with changing expectations of non-profit organizations with unfunded infrastructure maintenance and development. Develop capacity to respond to the population growth and to the new populations. It has changed over the past two years (or so I feel) and it

continues.

Operational funding to allow continued programming and provision of services to those in need. No it has not changed.

In our strategic planning discussion, the most pressing concern for our organization is the ability for it to access resources to expand all of its services especially long-term affordable supportive housing units.

Impact of living in poverty is still one of the biggest concerns facing our organization.

Our issues are: lack of affordable housing, funding, grant availability, increase of drug and alcohol use, social services and child welfare programming.

Housing and homelessness and the support services that go with keeping people housed have become an increased focus over the past 2 years.

Funding continues to be a challenge. We also seem to be always in a reactionary role that is reacting to issues of homelessness and addictions rather than being able to focus on being pro-active. Homelessness is definitely still a serious issue with our participants.

Saskatoon Compared to Other Cities – Verbatim Comments

From your perspective, how does Saskatoon compare to other cities in terms of the support we are able to provide to people who need it? Are we better? Lagging behind? Missing vital services? Why do you say that?

We have service agencies that are tripping over each other to serve the same people with the same type of services. Saskatoon needs a better coordinated approach.

I do not have enough information to make a comparative comment. We are missing affordable housing stock. If we had that many of the other social issues would lessen. No one can manage adequately if they do not have safe housing. We all need a safe place to put our head down that we call home. "Street" people are no different in these needs. This safe housing must be operationalized in a housing continuum recognizing different sets of housing needs. We are trying but have some way to go.

Based on what I hear from other communities, we are offering similar services to them. All communities are challenged to address the demands and find creative ways to resource the services.

Saskatoon is lagging behind compared to some cities. I have heard about the success of the housing first program in Calgary and how housing first has housed the most vulnerable in several communities. I also hear about the harm reduction programs offered in Vancouver such as a safe needle injection site and how the site is being recognized globally for the impact on the community and the positive results. It feels like harm reduction and service work are both

words that have negative connotations in the community I work in.

Compared to other cities Saskatoon has many services, however lacking in housing and shelters. One detox center with a few beds does not meet the needs of our increasing population. The inner city services are slowly working together however overlapping is an issue. Services need to grow with the increase in poverty.

On par with many others. I think it really depends who you compare yourself to and many have different approaches which makes comparison at time difficult.

I'm not too informed about practices in other cities; I do think that more supported living environments for youth would be a great place to start.

Contact with Community Support Program – Verbatim Comments

This next section of questions deals with the recently instituted Community Support Program. This program was instituted in July of 2012 and is aimed at addressing street activity in the Broadway, Downtown, and Riversdale Business Improvement Districts. This program includes and engages:

- *The Public through a highly visible presence that reassures and responds to the public in the Downtown, Broadway, and Riversdale Business Improvement Districts.*
- *Business Owners through foot patrols that liaise with local businesses to identify issues and collaborate to generate solutions.*
- *Vulnerable Persons by connecting community members in need to the appropriate service providers or other supports.*

Are you familiar with this program? Has your organization had any contact with members of this program? In what capacity, and how often are you in contact with them?

We are familiar. We have some contact with the Community Support Officers: we contributed to some of the training. I have no data about the frequency of our contact.

Yes I am familiar with the program. At the start-up of the program, I gave a presentation to the team about our services. I am also aware that they have had direct contact with our clients who have been panhandling.

I have heard of the program but our organization has not had any direct contact with any members of the program. We had someone in today who is not allowed in most places in the community and homeless and could use the support of the community support program.

Yes, we have had a very positive relationship with this organization, we work

very close together. We are in contact weekly as we work with the same population.

Yes familiar and yes there is contact with members. At the exact capacity and how often I cannot comment on due to my role in our organization.

Yes have had contact with them, I think it is very unfortunate that they are required to wear uniforms, as this is one the quickest ways to create a separation between them and the vulnerable people they to be connecting with. I feel like the community support workers have their hearts in the right place, but are probably quite limited in their ability to connect with street level issues. I have heard youth say that they have been given tickets for skateboarding and bicycling by the community support workers, whether true or not, the fact that that this is out there, being talked about by youth, makes the program appear to be just another authority figure for youth to try to avoid.

Thoughts on Community Support Program – Verbatim Comments

For those who have had contact with the Community Support Program, what are your general thoughts on the program?

They are doing a good job but will need time to have lasting impact. They add a street dimension supplying information and assistance to everyone. This should translate into being understood as an approachable well informed group whose work is preventive as well as proactive. Everyone that I've met is remarkably personable and approachable. I think of them as "catching more bees with honey" in their "on the street" activities.

My thoughts are that the program is meeting its objective and the Staff is liaising with appropriate agencies that can support individuals who are panhandling beyond the scope of the CSP staff roles. Before it started, I did not think that the panhandling issue was a major one in the City as I do not work in the downtown core. So I think this program offers a good balance to convey a sense of safety and comfort for shoppers and staff in the downtown yet letting individuals who have various life challenges still be on the street panhandling. Considering that I work in the area of mental health and with some individuals who show some very overt symptoms, I need to advocate for community acceptance so they are not ridiculed or stigmatized when in the public.

The service is similar to many services in the city and seems to overlap what is already being done. The foot patrol seems to be needed.

I think the project could be helpful in uniting the community to work together better. It may help bring representatives from groups together who may not normally work together on building a stronger community particularly in helping build better supports including housing for many of our community who are the most vulnerable these days.

I think that there is so much potential for the community support program to liaise the various needs of vulnerable people and the organizations that are already in existence. Again though, the priority should be in building relationships and I imagine that is pretty difficult when you are wearing a uniform that appears a step-down from the police.

Community Support Program Impact – Verbatim Comments

Do you believe that the program has had an impact on street activity in the Broadway, Downtown, and Riversdale areas? Has this impact been positive or negative? (Please be specific about which of the three areas you are referring to.)

I believe, as I said in my previous comment, that the full impact will require more time to be fully delivered and better valued. I refer primarily to the Downtown and Riversdale areas. I think there is already some positive impact.

I have to say that I am very seldom in these areas to visibly see the difference. However, I think that they are making a difference because they are having contact with people involved in street activity. Based on this first level of contact, they can engage and refer someone to services that they may not have or they can call for police intervention if some criminal activity may be taking place. Any kind of engagement can result in future positive outcomes for everyone involved.

Not enough time has passed to see the impact.

I would like to believe that there has been positive impact but have no data to support this.

Client Familiarity with Community Support Program – Verbatim Comments

What, if anything, do the people who use your services say about the Community Support Program? Do they know about it? Are they familiar with the officers? Do they like or dislike it?

I have little information.

So far I have not received much feedback from people who are using our services.

As our guests are all from the core neighbourhood they have all been in touch with this service, however I have never heard them speak of the service.

No comment as no information to share.

Our participants generally view the program as a type of law enforcement. I

have spoken to many youth who feel that they are to be avoided lest they be singled out for bylaw violations, have their name checked for warrants, etc. Whether this is true or not the perception exists out there already and it will take some major effort to change this perception.

Changes to Community Support Program – Verbatim Comments

If you could change anything about the Community Support Program, what would you change and why?

Do not have adequate information to provide an informed critique.

At this time, I cannot think of any suggested changes.

More awareness about what they do and how they do it.

Again no comment as no information to share.

I would remove the uniform; it reminds too many people of institutional authority.

Collaboration among Service Providers – Verbatim Comments

Are there ways to improve collaboration among the different service providers?

The only suggestion that I have would be around interagency meeting to discuss street activity and how people can be involved.

Yes, services are overlapping and organizations need to communicate. Advocate meetings do exist however very few attend.

Continue supporting collaborative tables. The SRIC, Safe Streets, Plan to End Homelessness and make it attractive for end user groups to work together.

Always, lack of collaboration occurs because of time constraints, really I feel too busy maintaining programs I have sometimes to be keeping up with who is doing what.

Street Activity Solutions – Verbatim Comments

*Is there more that Saskatoon can be doing to address negative street activity?
What else do you think should be done?*

No we will never completely rid ourselves of negative street activity any more than we will get rid of bad drivers. And those bad drivers are a much larger group! But we are not bothered much by them because they are us. Street people do not text or talk on their cell phones when they drive. I'm saying that a

lot of street people are lost souls. Developments that encourage engagement, like the CSP program is a wonderful beginning to positively revaluing these characters. And for those that are reckless, bullying and dangerous we have other more formal tools. Think police.

In the ideal world yes but in reality, I think there will always be a level of negative street activity. It falls to how the community plans to manage it. As for how I would go about eliminating it, I don't have an answer to it. What we do today, may not work tomorrow. So my answer is do what you can today but be prepared to adapt policies/programs to the new reality of tomorrow.

No, that is like trying to say we can end poverty. As much as every one of us would like to see a world with no poverty, crime or "negative" street activity it will never happen. What we can continue to do is our best to help support people. We can work together and try to help people who long for help. I want to say that our organization is doing the best we can do, but that is the same with every organization, we can only go as far as our money and mission statement will take us.

I think it can be decreased but eliminated might be impossible. Understanding why these people are performing negative street activity is a good start as again it is the root causes of issues that need to be addressed. These solutions might take long periods of time to truly see the impact.

Negative street activity actually seems to be a minor issue for our organization. Of more concern is the rampant addiction and mental health issues that lead to negative street activity. If we can move to treating the causes instead of putting Band-Aids on the symptoms I am convinced we would see a dramatic drop in negative activity. If we really want to make a change we need to start looking at safe-injection zones and harm reduction models, safe housing alternatives and more safe spaces for community members to meet and use for free, not always attached to programs and projects, but just places to be.

COMMUNITY SUPPORT PROGRAM OFFICER INTERVIEWS



Community Support Program Officers

Insightrix researchers also interviewed CSP Officers, as they have a unique perspective on the program and on street activity in the three BIDs they patrol.

All five officers currently employed as part of the CSP were interviewed.

Most Satisfactory Aspect of the Program

Officers are most satisfied with the relationships and interactions the program allows them to have with people on the street. Helping others, and by extension making the streets safer, is a highly motivating factor.

There is also a level of pride in what the program has been able to accomplish since it was started in July of 2012. As a pilot program with a broad scope, the CSP had challenging goals but officers say they feel the goals are being met. One officer noted that they used to have to approach people, but it is now just as common for people to approach them.

Least Satisfactory Aspect of the Program

Most officers noted that staffing levels are an issue, saying that it is very difficult to cover Downtown, Broadway, and Riversdale effectively and that they cannot be in all places at one time. This has a mental and physical impact on staff, as officers find it very difficult to take time off with so few other officers available to cover for them.

Street Activity Encountered

Most commonly, officers say they encounter intoxicated people and those individuals who frequent the streets when on patrol in the three BIDs. This is more common in the Downtown and Riversdale areas, with officers saying activity in Broadway is lower due to it being a smaller area and that some of the people they commonly encounter have not been around lately.

Beyond encountering intoxicated people, officers also noted that they have encountered a wide variety of different types of street activity, and that each

area tended to have a certain focus; Broadway is mostly bylaw enforcement, Riversdale is mostly community outreach, while Downtown tends to be a mix of the two.

Vulnerable Persons

New people are encountered fairly often while officers are on the streets of Saskatoon, but officers say that they know so many people now that it is almost like everyone is a “regular.” Officers also noted that many people know them by name and often chat with them.

Most people react well to the officers, but can get upset if intervention is required in a way they do not like, such as being asked to pour out alcohol.

It was also mentioned that the uniform can be somewhat of a barrier between the officers and those they are trying to help, with many initially assuming that they are police. Once educated as to the difference, people tend to be more receptive.

Service Providers

The CSP requires interaction with many different service providers across Saskatoon. Most are familiar with the program, but officers say there is still room for improvement in this area. More information and training sessions would be helpful. Additionally, a greater number of key points of contact with service providers is required as currently, there are still agencies and organizations that do not have relationships with the CSP.

Businesses

When the program was started, officers went to businesses in the three BIDs to introduce themselves, as well as to hand out business cards and informational pamphlets. As such, officers say that most businesses know them and are fairly familiar with the CSP. Officers say there is still room for improvement here, as there are still businesses they have not had a chance to introduce themselves to due to staff turnover and new businesses opening up. Having a small team, a large area to cover, and attending to people on the streets has made this a challenging process.

Businesses that are familiar with the program respond well to the presence of the officers saying it is good that they are around, that they have made a difference, and that it is nice to have someone to call for issues that may not require police. Familiarity with the program is higher in the areas that are attended to more frequently and lower in areas with less activity.

Calls are made by businesses to the program about two or three times a week, with some stores in some areas calling more frequently than others. While officers are not able to respond to calls received outside the programs hours of operation, they say they do try to follow up every time.

General Public

For the most part, members of the general public react well to the presence of the officers and are often curious about the program, stopping the officers to ask them questions, or simply to thank them for the job they do. Many people also stop the officers to chat and to ask for directions.

When the CPS Officers enforce bylaws, people are understandably less happy to see the officers, and at times the authority of the officers to hand out tickets has been questioned.

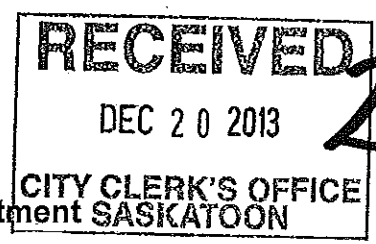
Perceived Changes in Saskatoon since the Program Started

Officers say they have noticed many changes since the program started, including the closure of the Downtown McDonald's having a noticeable impact on street activity in the area. Overall, changes are attributed to a combination of the CSP, the Saskatoon Police, and the time of the year.

It is also noted that it is now more common for officers to interact with groups of two or three, while in the past they would often encounter much larger groups. More and more people are also starting to recognize the uniform, and officers say that is having an effect as well.

Officers also say that more members of the general public are starting to comment to them favourably about the program's effectiveness.

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TO: Secretary, Administration and Finance Committee
FROM: General Manager, Transportation and Utilities Department
DATE: November 21, 2013
SUBJECT: Bicycle Program Update
FILE NO.: IS 0375-2

RECOMMENDATION: that the following report be submitted to City Council for its information.

TOPIC AND PURPOSE

This report provides an update on cycling programs and infrastructure throughout the city that is required to ensure proper connectivity for cyclists.

REPORT HIGHLIGHTS

1. 33rd Street Multi-Use Pathway project (Phase 1 and 2) and pathways associated with Circle Drive South are complete and open to pedestrian and cyclist use.
2. The Administration continues to work towards improving cycling in Saskatoon through consultations with the Cycling Advisory Group (CAG).
3. The Administration is proposing to develop Wiggins Avenue into a cycling corridor to improve cyclist access to the University of Saskatchewan.
4. Ongoing programs are intended to educate and create awareness of cycling opportunities throughout the City.

STRATEGIC GOAL

This report supports the City of Saskatoon Strategic Goal of Moving Around. The recommendations support the long term strategy to develop an integrated transportation network that is practical and useful for vehicles, buses, bikes, and pedestrians.

BACKGROUND

In 2002, City Council adopted the Comprehensive Bicycle Plan, which established the vision, principles and goals necessary to support cycling as a practical form of transportation in our city. Further to that plan, the Bicycle Facilities Network Plan, which was adopted in 2003, identified a series of cycling routes throughout the city that would connect neighbourhoods to the three most significant cycling destinations, the Central Business District, the University of Saskatchewan and SIAST Kelsey Campus.

The Administration has been implementing these plans and initiating projects and programs intended to make cycling a more reasonable transportation option for more people.

One of the initiatives has been to establish and maintain a dialog with cyclists in our community in order to assist in the identification of programs, projects and initiatives that would be the most effective to improving cycling conditions.

The CAG was established in 2009 and consists of 10 citizens selected from more than 50 applications. The CAG meets on a monthly basis with the Administration to discuss cycling issues and review projects and programs. This initiative has proven to be a valuable experience for all involved.

REPORT

Phase 1 and 2 of the 33rd Street Pathway Complete

The cycling program was very successful in 2013. The Circle Drive South project incorporated pathways that are nearing completion, Phase 2 of the 33rd Street pathway was completed, and Phase 3 of the 33rd Street pathway is being designed for construction in 2014. Details are included in Attachment 1.

Cycling Advisory Group

The Administration worked with the CAG to determine that the focus for 2014 should be on a cycling corridor for northbound and southbound traffic that connects the neighbourhoods in southern Saskatoon to the University of Saskatchewan.

Wiggins Avenue Cycling Corridor

The need for a north-south cycling corridor connecting southern Saskatoon neighbourhoods to the University of Saskatchewan was outlined as a priority by the CAG. Wiggins Avenue was selected as the best candidate street to retrofit into a more cycling friendly environment.

Wiggins Avenue is classified as a minor collector roadway between College Drive and 8th Street, and a local roadway south of 8th Street, with a termination point to the south at McKenzie Crescent. It is proposed that this street be modified into a bike boulevard with special attention given to improving crossing conditions at 8th Street. Details of the improvements will be developed over the next few months, in consultation with the CAG, for implementation in 2014.

Ongoing Cycling Education Programs

The Administration provides several annual education programs to continually work towards educating the public on cycling and improving the City's policies that impact cycling in Saskatoon.

Specific programs selected for development and/or implementation in 2014 are as follows:

1. The continuation of the current Bike-Safe Program, aimed at Grade 3 students through the public and separate school systems, is seen as a high priority.
2. The Cycling Guide and Map updated for 2013 sold out and a new version will be produced and distributed in 2014.
3. The Downtown Bicycle Friendly program seeks to improve visibility of cyclists and cycling in our Downtown, Riversdale, and Broadway Business Improvement District. This program includes sharrow markings on the streets, "Walk Bikes" markings on sidewalks, and store-front posters for retailers.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

Capital Project #1137 – Bicycle Facilities is funded from the Transportation Infrastructure Expansion Reserve. Prioritization of projects within the Transportation Infrastructure Expansion Reserve has resulted in funding in the amount of \$75,000 to this project in 2014. This will enable the policy and program initiatives outlined in this report to proceed, but will not fund any construction.

During the 2014 Budget Review, the project was approved for an additional \$300,000 allocation from the Reserve for Capital Expenditures. The Wiggins Avenue project will proceed to the extent of the available funding.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

The CAG is involved in identifying the priorities in this program.

COMMUNICATION PLAN

Transportation is working closely with Communications to develop a comprehensive communication strategy for the Bicycle Program.

The communication strategy will include elements specific to each project or program, as well as public education and awareness components. The City's website will be updated to include the latest information and other various communication tools will be utilized to ensure the public can access the necessary information as easily as possible.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The Administration will report annually on the cycling program.

ENVIRONMENTAL IMPLICATIONS

Cycling has been recognized to have a positive impact towards reducing energy consumption and greenhouse gas production. The initiatives proposed contribute to increasing the ability of Saskatonian's to use their bicycles for practical purposes, therefore, substituting automobile-trips for bicycle-trips. Although not quantified for this report, the net-benefit to the environment would be positive.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required at this point.

PUBLIC NOTICE

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

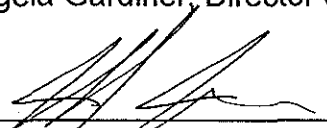
ATTACHMENT

1. 2013 Bicycle Program Highlights

Written by: Chelsea Lanning, Traffic Engineer, Transportation

Reviewed by: Angela Gardiner, Director of Transportation

Approved by:



Jeff Jorgenson, General Manager
Transportation & Utilities Department

Dated: Dec 19/2013

Copy: City Manager
AF CL Bicycle Program Update

2013 Bicycle Program Highlights

City of Saskatoon — Infrastructure Services — Transportation Branch



Progress Towards a Bicycling Friendly City



Saskatoon students learning how to ride safely.

In 2002, City Council adopted the *Comprehensive Bicycle Plan*, which established the vision, principles, and goals necessary to support cycling as a practical form of transportation in our city. Since that time, many initiatives have been undertaken to propel our city towards becoming a city that is easy, comfortable, and safe to navigate by bicycle. The following are highlights from the City of Saskatoon 2013 Bicycle Program.

A challenge for every city is to retro-fit existing streets to improve cycling conditions, as well as to create new infrastructure as the City continues to grow. Saskatoon is no different and we are tackling projects large and small such as:

- 33rd Street Multi-Use Corridor (Idylwyld Dr to Spadina Cr)
- Circle Drive South Multi-use Pathway



Trail has been constructed along Circle Drive South.

Cyclists are considered during the design and construction of all new transportation infrastructure. One project underway in 2013 with a recognizable cyclist focus was a multi-use trail along the Circle Drive South river crossing project.

Educational initiatives such as the City's highly successful *Learn to Ride Safe* program delivered in Saskatoon's elementary schools make a big impact on improving cyclist behavior and safety. As well, helping cyclists choose good cycling routes through the development of the *Cycling Guide* makes cycling trips easier for residents and visitors alike.



Circle Drive South Pathway

While progress is being made, there is more work to be done. Ten percent of the cycling facilities in Saskatoon are still rated as suitable only for expert cyclists. Sidewalk cycling continues to be a challenge indicating that more work is needed to improve cycling conditions throughout the city.



Project: 33rd Street Multi-Use Corridor

With a stated goal of creating a safe and comfortable corridor for pedestrians and cyclists along 33rd Street from Idywyld Drive to Spadina Crescent in order to connect SIAST Kelsey Campus with the University of Saskatchewan and Innovation Place, the 33rd Street Multi-Use Trail is starting to take shape.



In June 2011, the Master Plan for the project was presented to the public at an Open House and enthusiastically received by the public. Subsequently, City Council adopted the Master Plan as the guiding plan for the trail's development.



The project has been portioned into phases with the first work complete on the south side of 33rd Street between 3rd Avenue and Spadina Crescent. Construction on the next portion of the pathway, between 3rd Avenue and Ontario Avenue, is slated to begin in the 2014 construction season.

Cycling Advisory Group

One of the initiatives of the cycling program is to establish a dialog with cyclists in our community in order to assist in the identification of programs, projects and initiatives that would be the most effective to improving cycling conditions. The Cycling Advisory Group (CAG) was established in 2009 and consists of 10 citizens selected from more than 50 applications. The CAG meets on a monthly basis with the Administration to discuss cycling issues and review projects and programs. This initiative has proven to be a valuable experience for all involved.



Program: Learn to Ride Safe



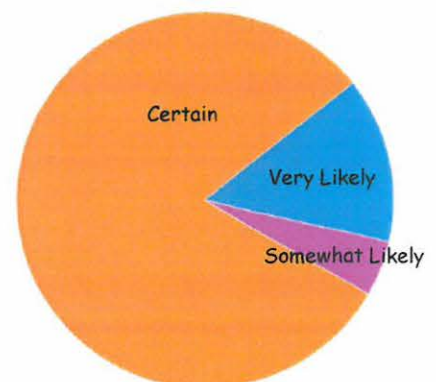
A child's first vehicle is typically a bicycle and how they are taught to use this vehicle is an important step in ensuring that they develop safe and responsible cycling habits.

The *Learn to Ride Safe* Program is aimed at presenting effective skills to prevent cycling injuries in children aged eight and nine (Grade three). It permits students to develop responsible habits and attitudes and practice skills needed for later instruction on-road.

This program is based on principles of the Canadian Cycling Association CAN-BIKE program and was presented to students by trained and certified CAN-BIKE Instructors.

In 2013, this program was delivered to 74 classrooms in 45 schools to a total of 1,862 students in Saskatoon. Following the program's delivery, a survey was undertaken of the teachers whose pupil's participated — they overwhelmingly welcomed the program back in future years.

How likely are you to have your class participate in the 2014 Learn to Ride Safe Program?

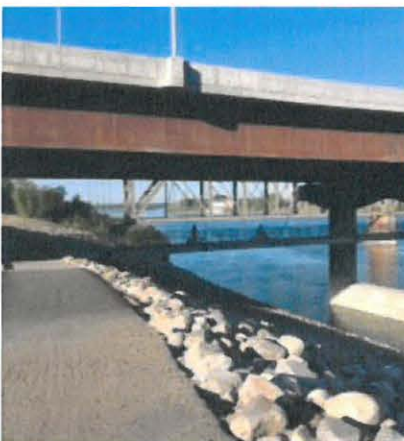
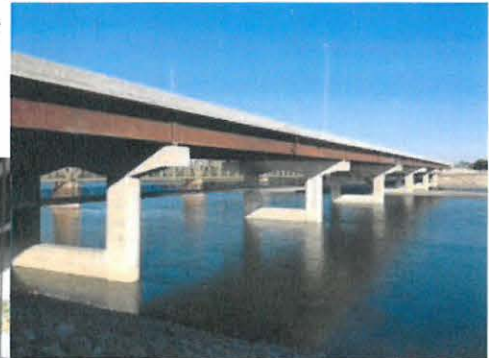




Project: Circle Drive South Multi-Use Path-

The construction of the Circle Drive South project is coming to a close, and with it the multi-use pathway that runs alongside the freeway from Lorne Avenue on the East side of the river to 11th Street on the west is opening. The new pathway is approximately 4.9 kilometers long and is lit from Lorne Avenue to 11th Street.

The pathway provides a great connection to locations such as Diefenbaker Park, Prairieland Park Exhibition Grounds, Gordie Howe Park and much more.



The pathway also incorporates a new multi-use underpass allowing cyclists and pedestrians to cross the South Saskatchewan River.

Project: Cycling Guide

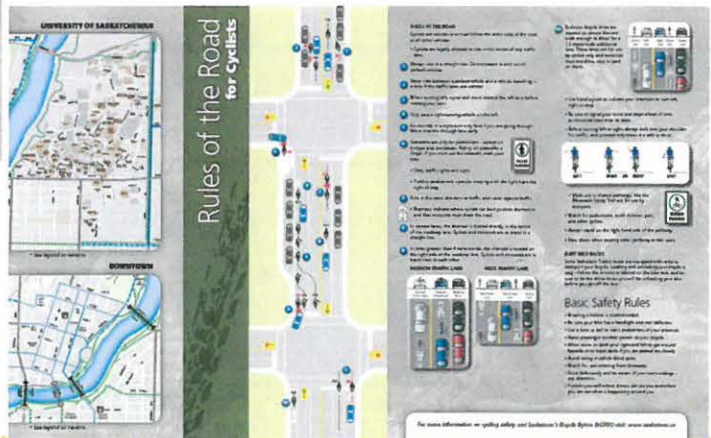


A pocket-sized cycling guide was developed in 2011 as a way of helping cyclists plan their routes throughout Saskatoon. This guide was updated with new information in 2012 and 2013 and redistributed.

The *Cycling Guide* was published to encourage cycling in Saskatoon as a healthy means of transportation and recreation. The guide rates every road and shows suggested routes and faci-

ties that have been identified by experienced local cyclists and City staff.

The *Cycling Guide* contains a road map of the city with ratings of the cycling facilities and detailed key maps for the University of Saskatchewan and the Downtown. It also contains a summary of the rules of the road for cyclists.

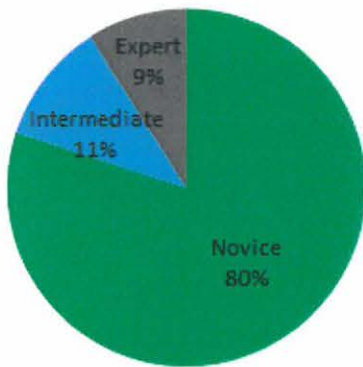




Project: Cycling Facilities Inventory

A common question for our staff is "How many bike lanes are there?" Good question, but bike lanes aren't the only places where you can bike in Saskatoon. Cyclists can use all streets (except some freeways), multi-use trails, and pathways in parks as well.

Corresponding to the ratings given to the cycling facilities in the *Cycling Guide*, we measured every street, trail and pathway in the system. As it turns out, there are **1,148 kilometers** of cycling facilities and most of them are good places to ride, even for novice cyclists. On a typical cycling trip, cyclists will encounter intermediate and expert cycling conditions as well. Improving those roads are of key importance to making cycling better for everyone.



Novice		km's
Shared-use On-road cycling	66.9	
Paved Off-road multi-use trail	64.8	
Walkway or Park Path	69.4	
Gravel or Crushed dust Off-road multi-use trail	6.6	
Local Street -- low traffic	711.8	
Intermediate		
On-road bike lane	15.1	
Shared-use On-road with sharrow	10.8	
Shared-use On-road cycling	100.9	
Expert		
Shared-use On-road -- High Volume and/or Speed	102.2	

Program: Bike Counting Program



The City of Saskatoon has started a bike counting program in order to better quantify the amount of cycling within the City, as well as determine where bike trips are made. By establishing a bike counting program, new projects can be chosen based on count data in order to ensure that new projects are benefitting as many citizens as possible. Count data is also expected to help understand cycling trends.

The program is still in its beginning stages and is expected to be running in 2014.

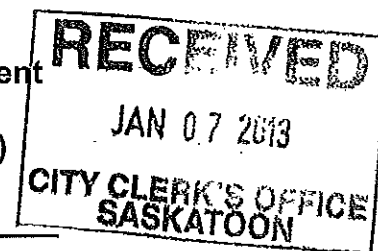
Project: Cycle Track

The City of Saskatoon is installing it's first Cycle Track! A cycle track is a cycling only facility that is physically separated from motor vehicle traffic and also distinct or separated from pedestrian facilities. The City's first cycle track is going to be constructed on Fedoruk Drive adjacent to the Evergreen and Silverspring neighbourhoods.



<http://nacto.org/cities-for-cycling/design-guide/cycle-tracks/raised-cycle-tracks/>

TO: Secretary, Administration and Finance Committee
FROM: General Manager, Transportation & Utilities Department
DATED: November 5, 2013
SUBJECT: Enquiry – Councillor R. Donauer (December 10, 2012)
Stop Signs – Whiteswan Drive and Pinehouse Drive
FILE NO: CK 6280-1



RECOMMENDATION: that the following report be submitted to City Council for its information.

TOPIC AND PURPOSE

This report is to provide information in response to an enquiry from Councillor Donauer regarding the feasibility of eliminating the stop signs on Whiteswan Drive at Pinehouse Drive and installing a roundabout to control traffic.

REPORT HIGHLIGHTS

1. The three-way stop was installed at the intersection of Whiteswan Drive/Spadina Crescent and Pinehouse Drive in 1979 when the neighbourhood was developed.
2. Traffic Counts and collision history were reviewed in 2010, and no changes were recommended.
3. A review was conducted in March 2013, and based on the information gathered and the criteria set forth in Policy C07-007, Traffic Control – Use of Stop and Yield Signs, the Administration determined that the current traffic control is appropriate at the intersection and changing the current traffic controls would result in excessive delays in the peak hour.
4. Analysis of the feasibility of a roundabout was undertaken based on direction given from the Administration and Finance Committee.

STRATEGIC GOAL

The information in this report supports the City of Saskatoon Strategic Goal of Moving Around as it ensures safe and efficient travel in the area.

BACKGROUND

The following enquiry was made by Councillor Donauer at the meeting of City Council held on December 10, 2012:

“Would the Administration please report back on the possibility of eliminating the stop signs on Whiteswan, at Pinehouse, as there are no stop signs on Whiteswan or Spadina at Lenore Drive, Ravine or Pembina.

I have received complaints on traffic flow and concerning excessive noise caused by vehicles accelerating from a stop that may not be required.”

The Administration and Finance Committee at its meeting held on April 29, 2013, reviewed the matter and resolved:

“that the Administration be requested to report on the feasibility of a roundabout at Whiteswan Drive and Pinehouse Drive.”

REPORT

Three-Way Stop Installed in 1979

The three-way stop was installed at the intersection of Whiteswan Drive/Spadina Crescent and Pinehouse Drive in 1979, when the neighbourhood was developed. At that time, the need for the three-way stop was based on the roadway classification, roadway geometry (T-intersection), and anticipated traffic patterns used for all new neighbourhoods.

Policy C07-007, Traffic Control – Use of Stop and Yield Signs, outlines the criteria required for the installation of an all-way stop control after the initial development of a neighbourhood. In order to warrant an all-way stop, the following criteria must be met:

- Five or more collisions must have been reported within the previous 12 month period that were of the type susceptible to correction by an all-way stop control;
- An average of 600 vehicles per hour must enter the intersection in the peak hour, or a total intersection volume greater than 6,000 vehicles per day must exist;
- The average delay to the minor street traffic must be 30 seconds or greater; and
- Use an interim measure to control traffic while arrangements are being made for the installation of traffic signals.

2010 Traffic Study

In 2010, a request was made to review the traffic control at the intersection of Whiteswan Drive/Spadina Crescent and Pinehouse Drive under the warrant conditions within Policy C07-007, Traffic Control – Use of Stop and Yield Signs. The review included traffic counts and the collection of collision history. Results of the review determined that the stop controlled intersection was providing appropriate and adequate traffic control, and no changes were recommended at that time.

Traffic counts and collision history were reviewed again in March 2013. The peak hour traffic volume was 712 vehicles per hour, and the average traffic volume was measured at 8,090 vehicles per day. The average traffic volume split over the peak hours was 22% and 78% on Pinehouse Drive and Whiteswan Drive respectively. However, the morning peak hours exceeded the 25% and 75% volume split outlined in Policy C07-007, Traffic Control – Use of Stop and Yield Signs, resulting in excessive delays on Pinehouse Drive during the morning peak hours, if stop signs were not present.

The collision history showed that there have been very few accidents at the intersection of Whiteswan Drive and Pinehouse Drive within the past five years, and that in the previous 12 months there was only one collision, which was not the result of intersecting traffic streams.

Based on the information gathered and the criteria set forth in Policy C07-007, Traffic Control – Use of Stop and Yield Signs, the Administration determined that the current traffic control is appropriate for the intersection of Whiteswan Drive and Pinehouse Drive; therefore, no changes were recommended. Removing the three-way stop would result in excessive delays during the peak hours for motorists on Pinehouse Drive.

2013 Traffic Study for Possible Roundabout

A further analysis was undertaken upon request from the Administration and Finance Committee regarding the feasibility of installing a roundabout at the intersection of Whiteswan Drive and Pinehouse Drive. It was determined that a roundabout would function at a Level of Service A on each intersection leg with the current traffic volumes. The level of service is slightly lower with the existing all-way stop configuration. The all-way stop operates at a Level of Service A during the morning peak and a Level of Service B during the afternoon peak. The level of service observed at the all-way stop is still within the acceptable range over peak hours.

Because this intersection is operating at a high level of service and there are no safety concerns with the current configuration, the Administration has not brought this location forward as a candidate for any significant infrastructure upgrade.

OPTIONS TO THE RECOMMENDATION

There are no options.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

An estimated cost for construction of a roundabout at Whiteswan Drive and Pinehouse Drive is approximately \$100,000. Funding for this type of work typically would come from Capital Project #1512 - Neighbourhood Traffic. In 2014, this project received funding in the amount of \$290,000, which will be used to assist in the implementation of the review of traffic concerns in residential neighbourhoods, as well as convert existing temporary traffic calming to permanent. Locations planned for construction in 2014 include a roundabout on Boychuk Drive, traffic calming on Centennial Drive in advance of the development of Kensington neighbourhood, and various locations with centre medians to improve the visibility of stop signs.

COMMUNICATION PLAN

A communications plan is not required.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

There will be no follow up report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

PRIVACY IMPACT

There are no privacy implications.

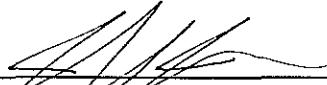
PUBLIC NOTICE

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

Written by: Chelsea Lanning, Traffic Engineer-in-Training, Transportation

Reviewed by: Angela Gardiner, Director of Transportation

Approved by:



Jeff Jorgenson, General Manager
Transportation & Utilities Department

Dated: Jan 7/2013

Copy: City Manager
AF CL - Stop Signs - Whiteswan Drive and Pinehouse Drive

His Worship the Mayor and City Council
The City of Saskatoon

REPORT

of the

NAMING ADVISORY COMMITTEE

Composition of Committee

His Worship Mayor D. Atchison, Chair
Councillor T. Davies
Councillor A. Iwanchuk
Ms. E. Ballantyne
Ms. C. Gutmann
Ms. L. Hartney

1. Addition of Name to the Names Master List
(File No. CK 6310-1)

RECOMMENDATION: that the name “Penkala” be added to the Names Master List.

Your Committee has considered the following report of the General Manager, Community Services Department, dated November 4, 2013, and puts forward the above-noted recommendation.

“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 the Naming of Civic Property and Development Areas Policy No. C09-008 (Naming Policy).

REPORT HIGHLIGHTS

1. A total of four names have been applied since the last meeting.
2. The following naming submissions require screening: “Penkala” and “Morningside.”

STRATEGIC GOAL

Under the 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

According to the Naming Policy, all requests for naming from the Names Master List will be selected by His Worship the Mayor. All of the names on the Names Master List have been previously screened by the Naming Advisory Committee and meet City Council's guidelines for name selection. 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:

- 1) Chynoweth Lane, Manor, Mews, Place, Terrace, and Way – Elk Point Neighbourhood;
- 2) Swystun Bend, Cove, Union, and Way – Elk Point Neighbourhood;
- 3) Eidem Road – Marquis Industrial Area; and
- 4) Lipsett Crescent – Marquis Industrial Area.

B. General Naming Requests

The following name submissions have been received and require screening:

1. "Penkala" – Joseph Penkala – Mr. Penkala was a police officer for 38 years and was the former Chief of the Saskatoon Police Service from 1982 to 1991. He has been awarded with the National Police Exemplary Service Medal, the City of Saskatoon Merit Certificate, and the National Board of Commissionaire Distinguished Service Medal. He spent 14 years as a Director and Chairperson on the Board of Larson Intervention House Inc. and 19 years as a board

member for the Saskatchewan Association for the Betterment of Addiction Services (SABAS). More information about this submission is in Attachment 1.

C. Specific Naming Requests

“Morningside” – Dundee Developments (Dundee) is proposing the name of the first neighbourhood within the Holmwood Sector be Morningside.

The location of the proposed neighbourhood is on the east side of Saskatoon and as the sun rises in the east, the name “Morningside” is a perfect fit for this community. The community will receive a significant amount of morning sunlight which will reinforce the name with future residents.

“Morningside” creates a feeling of a place where residents will be able to enjoy wildlife and nature within the constructed wetland complexes, in close proximity to homes, and away from the hustle and bustle of modern living (see Attachment 2).

Dundee is requesting that this name be applied to the neighbourhood and added to the Names Master List for future use when naming major arterial roadways, which has been standard practice.

The screening of requests and suggestions for naming or renaming of municipally owned or controlled facilities, streets, suburban development areas, neighbourhoods, and parks must be in compliance with the Naming Policy.

OPTIONS TO THE RECOMMENDATION

There are no options to the recommendation.

POLICY IMPLICATIONS

There are no policy implications resulting from this report.

FINANCIAL IMPLICATIONS

There are no financial implications.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

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

ATTACHMENTS

1. Penkala Submission
2. Morningside Submission”

Your Committee did not support the “Morningside” naming request as presented, and referred the matter back to the Developer for re-submission. On December 13, 2013, the applicant formally withdrew the request.

The Names Master List is kept in the City of Saskatoon Mayor’s Office and contains all screened and approved name suggestions for naming municipally owned or controlled facilities, streets, suburban development areas, neighbourhoods, and parks. There are currently approximately 150 entries on the Names Master List.

Respectfully submitted,

His Worship Mayor D. Atchison, Chair

I am submitting a biography to the Planning and Development Branch to consider my brother's name to be added to the Names Master List.

Joseph Penkala was born August 28, 1931 ten miles north of Melfort, Sask. He was the eldest child of fourteen born to Wojciech and Empelia Penkala.

His father had immigrated from Poland several years before and started a small mixed farming operation.

Joe took his elementary grades at Clapton School and grades nine and ten at Fairy Glen, Sask. He then went to work at his uncle's John Deere dealership in Prince Albert for two years. He saw no future there, so he returned home to finish his high school.

Joe came to Saskatoon in 1954 and was hired by the Saskatoon City Police Department.

After being hired Penkala rose quickly through the ranks. After spending time in Patrol and Traffic, he was assigned to Identification in 1961. He was awarded his Sargeant stripes in 1965 and three months later was promoted to Staff Sargeant. Penkala became Lieutenant in 1971 and Inspector in 1973.

From 1975 to 1977 Joe Penkala became project co-ordinator for the new Police Building. In 1978 he became Superintendent in charge of Uniform Operations.

Wearry of the prospect of once again hiring someone from outside the province to be the next Chief of Police of Saskatoon, Mayor Wright had an announcement to make.

(2)

On January 1st 1982 Joseph Penkala was Saskatoon's new Chief of Police. Mayor Wright had checked with Joe's wife Kathy to see if this was okay with her.

Through his years of dedicated service, Joe educated himself in Business Education from the University of Saskatchewan when he was in his forties by taking weekend and evening classes.

My brother Joe spent thirty-eight years in the Saskatoon Police Department and retired in 1992.

When Joe was Chief of Police for ten budget terms they never had a deficit. In total he turned over three million dollars to the City of Saskatoon. The Police Association called him "Honest Joe".

In earlier years the public gave Christmas gifts to the police service as signs of appreciation. When Joe became chief he turned these gifts over to the Salvation Army.

Our mother Emelia was often teased because she would say, "I'd like you to meet my son, 'The Chief.'"

Joe was a private man and never talked about his police work with me when he came to visit at the farm.

- Joe was instrumental in the planning of building two new churches in Saskatoon depending on what area they lived - St Philip Niri and St. Anne
- He was a member of the Knights of Columbus.
- After he retired he was a commissaire at Larson House.

Frank Penkala

Background

Employment History

- Director and Chairperson On the Board

Larson Intervention House Inc.

- Chief of Police

City of Saskatoon

- Police Chief

Saskatoon

- Police Chief, Media Reports

Saskatoon

Education

- Canadian Police College

- Business administration

University of Saskatchewan

Web References

sabas.ca | [Governance](#)

www.sabas.ca, 12 Dec 2012 [cached]

Joseph "Joe" Penkala - Saskatoon - Joe Penkala is a retired Chief of Police for the City of Saskatoon. He is a graduate of the Canadian Police College in Ottawa, the University of Saskatchewan in Business administration and numerous technical training in policing, human resources and media/communications and labour relations. Joe, throughout his career and retirement, has been involved with coaching minor ball and hockey. He is a Rotarian, A Paul Harris fellow and a Fourth Degree Knights of Columbus. He has been recognized for his dedication to his career and community and awarded the National Police Exemplary Service Medal, The City of Saskatoon Merit Certificate, the President's Commendation from the Canadian Psychiatric Association, Corps of Commissionaires 20-year Service Medal and the National Board Commissionaire Distinguished Service Medal. He spent 14 years involved with addictions as a Director and Chairperson on the Board of Larson Intervention House Inc. in Sasaktoon, a non-profit addiction residential rehabilitation provider. Joe is married, a father, grandfather and great grandfather. He has spent 19 years as a Board member of SABAS.

CPA - Awards president's commendations recipients

www.cpa-apc.org [cached]

Saskatoon Police Chief Joseph Penkala (retired) worked tirelessly with Larson Intervention House, a non-profit addiction rehabilitation service.

Holmwood Sector Neighbourhood 1 – Neighbourhood Name Proposal

On behalf of the owners group of Neighbourhood 1 of the Holmwood Sector, Dundee Developments would like to propose the name "Morningside" as the name of the first neighborhood. As the morning represents the start of a new day, it seems fitting that "Morningside" is the first neighbourhood of many that will comprise Holmwood.

The location of the proposed neighbourhood is on the east side of Saskatoon and as the sun rises in the east, the name "Morningside" is a perfect fit for this community. The community will receive a significant amount of morning sunlight which will reinforce the name with future residents.

"Morningside" conveys "bright futures" which is an appropriate quality to be associated with young families, seniors, and people of all ages and income levels. The name also conveys a family friendly atmosphere to the neighbourhood, which will attract a diverse group of residents.

"Morningside" creates a feeling of a place where residents will be able to enjoy wildlife and nature within the constructed wetland complexes, in close proximity to their home and away from the hustle and bustle of modern living.

Morningside conveys elements of sunlight and nature and creates a youthful, playful, and exciting place to live for any age group. Morningside is a unique name to Saskatoon and will be easily recognized which will further the inviting sense of place that will be created.

In the future, "Morningside" will become a thriving community, home to over 15,000 residents. Overall, residents will find "Morningside" to be a very enjoyable place in which to live, work, play, and learn. People will find that their needs are met closer to home and this, in turn, will create a strong sense of community and will contribute to a vital and healthy city.

His Worship the Mayor and City Council
The City of Saskatoon

REPORT

of the

EXECUTIVE COMMITTEE

Composition of Committee

His Worship Mayor D. Atchison, Chair
Councillor C. Clark
Councillor T. Davies
Councillor R. Donauer
Councillor D. Hill
Councillor A. Iwanchuk
Councillor Z. Jeffries
Councillor M. Loewen
Councillor P. Lorje
Councillor E. Olauson
Councillor T. Paulsen

1. City Centre Plan – Items for Immediate Implementation
(File No. CK. 4130-1)

RECOMMENDATION:

- 1) that the Immediate Implementation projects identified in the City Centre Plan be endorsed;
- 2) that the Administration be authorized to proceed with the necessary steps to amend the Official Community Plan Bylaw No. 8679, Zoning Bylaw No. 8770, and the Vacant Lot and Adaptive Reuse Incentive Program Policy No. C09-035;
- 3) that the General Manager, Community Services Department, be requested to prepare the required notices for advertising the proposed amendments;

- 4) that the City Solicitor be requested to prepare the required bylaw amendments to the Official Community Plan Bylaw No. 8769 and Zoning Bylaw No. 8770;
- 5) that at the time of the public hearing, City Council consider the Municipal Planning Commission's recommendation regarding the amendments to the Official Community Plan Bylaw No. 8769, and Zoning Bylaw No. 8770, as outlined in this report; and
- 6) that at the time of the public hearing, City Council consider the Administration's recommendations that the proposed amendments to the Official Community Plan Bylaw No. 8769, Zoning Bylaw No. 8770, and the Vacant Lot and Adaptive Reuse Incentive Program Policy No. C09-035, as defined in this report, be approved.

Your Committee has considered and supports the attached report of the General Manager, Community Services Department dated December 19, 2013, identifying the following items for immediate implementation from the City Centre Plan:

- Design Guidelines
- New Office Building and Structured Parking Incentives
- Parking Study
- Surface Parking Lots as a Discretionary Use Downtown
- Temporary Parking Patio Guidelines

2. Shaw Centre Supplemental Ventilation
(File No. CK. 606-2)

- RECOMMENDATION:**
- 1) that a capital project in the amount of \$650,000 for the installation of a new supplementary ventilation system at the Shaw Centre be approved; and
 - 2) that the source of funding be the Civic Buildings Comprehensive Maintenance Reserve.

Your Committee has considered the following report of the A/CFO & General Manager, Asset & Financial Management Department dated January 2, 2014, providing a solution to

the existing ventilation system issues at the Shaw Centre and identifying a funding source. Your Committee supports the recommendations outlined above.

“TOPIC AND PURPOSE

This report provides a solution to the existing ventilation system issues and identifies a funding source.

REPORT HIGHLIGHTS

1. Fresh air and ventilation rates for the Shaw Centre Competition pool area are below code and regulatory requirements prescribed to host occupancy levels that national swim meets generate.
2. Administration engaged engineering consultants to review and propose a solution.
3. Ventilation rates are sufficient to support day-to-day programming.
4. Administration recommends installation of a supplementary ventilation system to meet requirements for major events.

STRATEGIC GOAL(S)

The recommendations in this report support the Strategic Goal of Quality of Life by providing a full use recreational facility that promotes active living and building community and life-long skills for patrons. Enhancement to the ventilation system provides opportunities for activities in a winter city. It also supports the goal of Asset and Financial Sustainability by ensuring our buildings are well-maintained and meeting the needs of citizens.

BACKGROUND

The construction of the Shaw Centre occurred in two phases. Phase 1 was tendered and built as part of the construction of Tommy Douglas Collegiate, which included the weight room, commons area, administration area, auxiliary gym and other support amenities (e.g. washrooms, mechanical). Phase II construction included a leisure/warm-up pool, whirlpools, three-lane track, connecting corridor, meeting rooms, multi-purpose room, and the international 50 metre stainless steel competitive swimming pool. The official grand opening of the Shaw Centre occurred on September 24, 2009.

From July 2012 to December 2013, the Shaw Centre hosted nine major events that attracted competitive aquatic clubs from western provinces and across Canada. During these events the Shaw competitive pool area experienced occupancy peak loads where there were upwards of 750 spectators and 350 athletes in the natatorium area. It has been the experience during these peak periods that the Shaw Centre and facility maintenance staff received questions about the indoor air quality from swim clubs and meet officials.

Recreation and Sport and Facilities and Fleet Management developed an action plan and communication strategy to address the concerns and complaints:

- In the spring of 2013, Figley Consulting Associates conducted indoor environmental testing, nitrogen trichloride testing, and ventilation effectiveness testing through smoke visualization for the competition pool. Results were generally favourable. The testing also revealed that ventilation adequacy and effectiveness would be challenged when occupancy levels exceed the norm, as would be experienced during large swim meets.
- During the summer of 2013, MORRISON HERSHFIELD Engineers conducted a ventilation review of the competition pool and spectator areas. Their findings were that the current HVAC systems serving the pool are not sufficient for providing the required ventilation, dehumidification and air change rates for competition events when the occupants in the pool and the adjacent spectator areas are significantly more than the average occupancy for the majority of the year.
- In October 2013, MORRISON HERSHFIELD Engineers provided Administration with a proposed solution to upgrade the existing heating, ventilating, and air conditioning (HVAC) systems that would meet the necessary requirements.

REPORT

Fresh air and ventilation rates for the Shaw Centre competition pool area are below the code and regulatory requirements prescribed to host occupancy levels that national swim meets generate. However, the fresh air and ventilation rates are adequate to support day-to-day programming where peak usage periods do not exceed 300 patrons.

MORRISON HERSHFIELD Engineers has developed a retrofit proposal for the existing main pool air conditioning and ventilation system in order to rectify current deficient fresh air and ventilation rates.

The proposed supplemental ventilation system consists of new air handling equipment (supply and return fans, heating and cooling coils, plenums and filtration) in the storage room beneath the existing mechanical room and will provide an additional 28,000 cubic feet per minute of total airflow capacity. The system incorporates an additional 70 refrigeration tons of cooling capacity to augment the existing 300 ton refrigeration unit.

Annual potential energy savings (including consumption and demand costs) by operating the proposed chiller for cooling loads less than or equal to 70 tons is \$23,000.

The proposed supplemental ventilation system will be located in a main storage area currently used to store competitive swimming equipment. This competition equipment is used for major events at the Shaw Centre up to six times annually. Replacement storage area will be required external to the building, as there is no other area within the facility to keep this equipment (e.g. large storage lane reels, judges' stands and walkways). The estimated cost to provide an external storage area is \$50,000 (garage package).

If approved, the Administration will issue separate tenders for the procurement of the mechanical air handling equipment and installation of the equipment in order to expedite the completion of the project.

OPTIONS TO THE RECOMMENDATION

There are no practical options to the recommendations. The fresh air and ventilation rates are adequate to support day-to-day programming where peak usage periods do not exceed 300 patrons. If City Council chooses not to approve the installation of a supplementary ventilation system at the Shaw Centre, it could result in this facility not being able to host major competitive swimming competitions.

POLICY IMPLICATIONS

The requested approval for the procurement of the supply and installation of the supplemental ventilation system is in accordance with Policy A02-027 – Corporate Purchasing Policy.

FINANCIAL IMPLICATIONS

The proposed supplemental ventilation system has estimated construction costs of \$475,000 for the air handling unit and \$125,000 for the 70 ton chiller. An additional \$50,000 is required for external storage areas for a total project cost of \$650,000. The new 70 ton chiller will result in an estimated annual electricity utility savings of \$23,000.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Public and/or stakeholder involvement is not required.

COMMUNICATION PLAN

It is anticipated that there may be minor service disruption to the Shaw Centre's normal operations, which will not affect overall programming. The Shaw Centre will operate its programs as scheduled, and any service disruptions will be coordinated with programming staff and communications and handled in the usual manner with notification to specific program groups and/or public service announcements.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The aggressive project schedule is timed for substantial completion by June 5, 2014, and final commissioning prior to July 1, 2014 in order to meet commitments.

ENVIRONMENTAL IMPLICATIONS

The recommendation is expected to have positive greenhouse gas emissions implications. The supplemental ventilation systems at the Shaw Centre will lead to GHG emissions reductions estimated at 146 tonnes CO₂e which is the equivalent of removing 29 cars for the road each year.

PRIVACY IMPACT

There are no privacy implications.

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

CPTED review is not required.

PUBLIC NOTICE

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

**3. Appointments – Board of Police Commissioners
(File No. CK. 175-23)**

RECOMMENDATION: that the following be reappointed to the Board of Police Commissioners for 2014:

Councillor Clark
Councillor Hill
Mr. Gordon A. Martell
Dr. Vera Pezer

Your Committee has considered the matter of reappointments to the Board of Police Commissioners and supports the recommended reappointments for 2014.

Respectfully submitted,

His Worship Mayor D. Atchison, Chair

RECEIVED
JAN 07 2013 4130-1
CITY CLERK'S OFFICE
SASKATOON **1.**

TO: Secretary, Executive Committee
FROM: General Manager, Community Services Department
DATE: December 19, 2013
SUBJECT: City Centre Plan – Items for Immediate Implementation
FILE NO.: PL4130-22

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

- 1) endorsement of the Immediate Implementation projects identified in the City Centre Plan;
- 2) that the Administration be authorized to proceed with the necessary steps to amend the Official Community Plan Bylaw No. 8769, Zoning Bylaw No. 8770, and the Vacant Lot and Adaptive Reuse Incentive Program Policy No. C09-035;
- 3) that the General Manager, Community Services Department, be requested to prepare the required notices for advertising the proposed amendments;
- 4) that the City Solicitor be requested to prepare the required bylaw amendments to the Official Community Plan Bylaw No. 8769 and Zoning Bylaw No. 8770;
- 5) that at the time of the public hearing, City Council consider the Municipal Planning Commission's recommendation regarding the amendments to the Official Community Plan Bylaw No. 8769, and Zoning Bylaw No. 8770, as outlined in this report; and
- 6) that at the time of the public hearing, City Council consider the Administration's recommendations that the proposed amendments to the Official Community Plan Bylaw No. 8769, Zoning Bylaw No. 8770, and the Vacant Lot and Adaptive Reuse Incentive Program Policy No. C09-035, as defined in this report, be approved.

TOPIC AND PURPOSE

The purpose of this report is to present items for immediate implementation from the City Centre Plan, and to seek authorization to proceed with the necessary steps to implement these items.

REPORT HIGHLIGHTS

1. The City Centre Plan was endorsed by City Council on December 16, 2013.
2. The Administration recommends four items for immediate implementation based on the City Centre Plan.
3. The immediate implementation items will require changes to the Official Community Plan Bylaw No. 8769, Zoning Bylaw No. 8770, and the Vacant Lot and Adaptive Reuse Policy No. C09-035.

STRATEGIC GOAL(S)

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 meeting on December 16, 2013, City Council endorsed the new City Centre Plan (Plan). The report indicated that an additional report would be prepared by the Administration to outline items for immediate implementation and seek Council's authorization to proceed with the process to adopt the changes. These immediate implementation items are necessary in order to be incorporated into a number of new projects being considered for the Downtown in the near future. Immediate implementation of these items will provide certainty to developers as they move into the design phases of their projects. A further report will be forwarded to Council outlining an Implementation Plan for the remaining strategies identified in the Plan as short, intermediate and long term.

REPORT

Immediate implementation items include projects or actions that are considered a critical first step in addressing the recommendations of the City Centre Plan. The following projects and actions are proposed for implementation within the next three to six months:

1. **Design Guidelines**

The City Centre Plan recommends a set of comprehensive design guidelines and regulations for the Downtown. The proposed guidelines identify the design goals that will ensure Downtown developments support the overall vision of the City Centre. The policies are flexible enough to encourage development and allow for creative building design yet provide for a built environment that is sensitive to the pedestrian at the street level. This is achieved by addressing the building's relationship to the street rather than focusing on the physical appearance of a building. The guidelines address the following:

- a) frontage;
- b) building step-backs;
- c) building height (allowing buildings taller than 76 metres);
- d) minimum building height (minimum of 10 metres);
- e) parking placement; and
- f) facade guidelines;

The proposed Design Guidelines will focus on development standards such as stepbacks, location of parking, and some facade standards. The Administration may consider an Architectural Control District for the Downtown in the future as a means to establish a design theme.

The proposed Design Guidelines, contained in Attachment #1, will require an amendment to the Official Community Plan (OCP) Bylaw No. 8769, and will apply to the "Retail Core Area", and the "Mixed-Use Commercial Area", as defined by the OCP's "Downtown Land Use Map". A Design Guideline Policy will be detailed in Section 6.1 of the OCP, while specific design elements will be included in Zoning Bylaw No. 8770. For instance, there will be a requirement for architectural cladding on structured parking in the B6 and RA1 Zoning Districts.

The proposed bylaw amendment will also adjust the boundary of the OCP's "Downtown Land Use Map" to adjust the northern boundary to align with the new 25th Street extension.

2. New Office Building and Structured Parking Incentives

One of the 12 Key Strategies of the City Centre Plan is "Business Development is a Priority". A significant increase in office space in the Downtown will, in turn, create:

- a market for retail uses (including grocery stores);
- provide employment opportunities for Downtown residents;
- contribute to the density of the City; and
- increase the tax base.

Structured parking is another key piece of this strategy. During the development of the City Centre Plan, business owners and property managers advised that businesses are reluctant to locate Downtown due to the lack of parking and that people hesitate to work Downtown for the same reason. Providing structured parking in the Downtown will address the parking shortage while encouraging the current surface parking lots to be developed.

The City's Vacant Lot and Adaptive Reuse (VLAR) Program, Policy No. C09-035, provides incentives for development on vacant parcels of land. The Administration recommends an amendment to the VLAR program to expand the range of incentives when parking structures are constructed as part of an office development.

The VLAR would be amended in the following manner:

- a) waive the 48 month vacancy requirements for these uses;
- b) where an existing building is expanded or completely replaced, the incentives would apply to the net gain of office space; and
- c) additional points would be awarded to projects that include structured parking available to the public, either as part of an office or retail development, or as a stand-alone parking structure.

3. Parking Study

Due to the importance of providing structured parking in the Downtown, and the high cost to build and operate a stand-alone parking structure, the Administration further recommends that a comprehensive parking study be undertaken immediately. The study would examine ways to help finance and provide incentives to encourage stand-alone parking structures in the Downtown. The Administration will provide an additional report with a Terms of Reference and funding source to undertake this study in 2014.

4. Surface Parking Lots as a Discretionary Use Downtown

Surface parking lots, which currently occupy approximately 26% of the City Centre area, detract from the character of the Downtown by interrupting retail frontages and creating a negative perception of Downtown.

The Plan recommends amendments to Zoning Bylaw No. 8770 to make Surface Commercial Parking Lots a discretionary use in the M4 (Core Area Institutional Service) and B6 (Downtown Commercial) Zoning Districts. The discretionary use process can impose screening, setback, and landscape development requirements, as well as time limits on the use of a site as a surface parking lot. The Administration recommends a maximum two-year approval period after which time the owner would be required to cease using the site as a parking station, or apply for an extension to the temporary status while plans for further development of the site are finalized.

It should be noted that these regulations would apply to newly created at-grade commercial parking lots and parking stations. Parking structures providing two or more storeys of parking and existing surface parking lots would not be affected by the proposed new regulations.

In addition, the Administration will examine further recommendations to prohibit surface parking lots in specified areas of the Downtown where heritage resources and high value retail uses are located. This option will be presented to City Council at a later date as part of the short-term projects implementation report.

5. Temporary Parking Patio Guidelines

The Plan encourages the seasonal, temporary conversion of on-street parking spaces for outdoor dining opportunities, often referred to as 'parking patios' or 'parklets', where feasible in the Downtown, Riversdale, and Broadway Business Improvement Districts. Alternatively, seating areas on the sidewalk could be provided with an on-street boardwalk for pedestrians to walk around the seating area. With either option, a minimum of a 2.0 metre space must be provided to maintain pedestrian circulation.

Amendments to the internal Sidewalk Cafe Guidelines are needed to formalize this initiative. The approval criteria will include the following:

- restricting the use from May 1 to October 15 each year;
- limiting the duration and number of sidewalk cafes permitted per block;
- addressing safety; and
- additional criteria specific to the street classification.

The business owner would be responsible for all costs involved in establishing a parking patio, including the full cost to hood the parking meters. The relevant Business Improvement District will participate in the review and approval process, along with relevant civic departments.

OPTIONS TO THE RECOMMENDATION

The option exists for City Council to proceed with all, some, or none of the Immediate Implementation items as presented. In this case, the Administration would request direction on what changes are to be undertaken.

POLICY IMPLICATIONS

The implementation of the projects identified in this report will require amendments to the Official Community Plan Bylaw No. 8769, Zoning Bylaw No. 8770, and the Vacant Lot and Adaptive Reuse Policy No. C09-035.

FINANCIAL IMPLICATIONS

The financial implications related to these implementation items will be the advertising costs associated with the Bylaw amendments. These costs will be covered within the existing budget allocations in the Community Services Department.

Additional incentives resulting from the proposed amendments to the VLAR program will be funded in accordance with the existing policy. Incentives consist of a tax abatement funded through a property tax increment collected over time. This results in foregone property tax revenue for the City.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

The Plan was developed based on the input from the first two Phases of the City Centre Plan project. The Plan was guided by a Steering Committee, with stakeholder consultation held in the Fall, 2012, and the Plan was presented to the community during a June, 2013 Open House.

COMMUNICATION PLAN

The Administration will forward these implementation items to relevant stakeholders, including the three core Business Improvement Districts and the City Centre Plan Steering Committee, prior to the Public Hearings. The Municipal Planning Commission will also review the relevant bylaw amendments prior to the Public Hearing.

Amendments to the Official Community Plan No. 8769, and Zoning Bylaw No. 8770 will be advertised in accordance with Public Notice Policy No. C01-021, and a date for public hearings will be set.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

It is anticipated that the immediate implementation items described in this report will be prepared and the required public hearings will be conducted in three to six months.

ENVIRONMENTAL IMPLICATIONS

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

PRIVACY IMPACT

There is no privacy impact.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review will be included in the review of the proposed design guidelines. A CPTED review for the remaining initiatives is not required at this time.

PUBLIC NOTICE

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

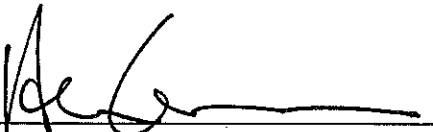
ATTACHMENTS


1. Proposed Design Guidelines for Downtown.

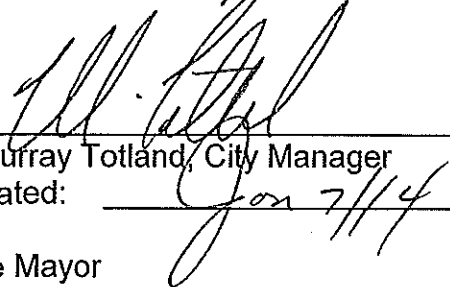
Written by: Paul Whitenect, Senior Planner
Planning and Development

Jo-Anne Richter, Manager
Business License and Zoning Compliance Section
Planning and Development

Reviewed by: Lesley Anderson, Manager
Neighbourhood Planning Section

Reviewed by: 
Alan Wallace, Director
Planning and Development

Approved by: 
Randy Grauer, General Manager
Community Services Department
Dated: January 7, 2014

Approved by: 
Murray Totland, City Manager
Dated: Jan 7/14

cc: His Worship the Mayor

Proposed Design Guidelines for Downtown

The proposed design guidelines are intended to protect and improve the walkable character of the street by addressing those elements of the built environment that relate to the pedestrian. Specifically, the proposed guidelines address frontage, building height, parking placement and facade details relating to pedestrian comfort. The proposed design guidelines are summarized below, and Pages 80, 85 and 86 from the City Centre Plan, are attached for additional information:

A. Frontage

The proposed design guidelines will require the placement of new buildings near the front property line. The front facade of a building must be located in the principal frontage area, which is the area 0.5 metres or less from the front property line. The front facade must also occupy a minimum of 75% of the length of the primary frontage.

B. Height

The Zoning Bylaw No. 8770 currently permits building heights up to 76 metres. The proposed design guidelines require a step-back at upper levels of buildings. The purpose of the step-backs is to deflect winds from being blown down onto pedestrians, and to address pedestrian scale on taller buildings. A proposed 2.0 metre step-back would be required at a height of between 10 metres to 25 metres, for at least 40% of the front facade. The height of the step-back would help taller buildings appear compatible in height and scale with the historic buildings of Downtown.

A minimum building height will also be considered for addition to the B6 and M4 zoning district in the Zoning Bylaw No. 8770.

C. Parking Placement

The proposed design guidelines require the placement of new buildings and additions along the site frontage. This will force at-grade parking areas to the rear of the lot and hidden from view by the building. However, the proposed design guidelines will not require a setback for new parking structures if architectural treatments are provided on all sides of a parking structure that face a public street. The purpose of this requirement is to ensure parking structures resemble a building and add, not detract, from the character of the area. Architectural treatments may include metal screens and architectural cladding, and must resemble a building. Parking areas that are not screened with architectural cladding resembling a building facade will be required to maintain a minimum 7.0 metre setback from the front property line. If there is no building within the setback area, then the area will require landscape development.

Page 94 from the City Centre Plan is attached below, and provides images of parking structures that have architectural treatments similar to what is proposed in the design guidelines.

In the retail core areas, such as along 21st Street East, it is further recommended that commercial uses, or retail ready shell spaces, be developed on the ground floor of all developments, including parking structures. This proposed retail requirement will be brought forward at a later date.

D. Facade Guidelines

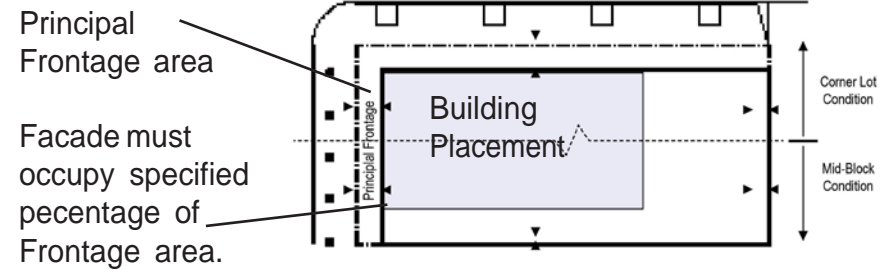
The purpose of facade guidelines is to create animation at the street level. Guidelines for the treatments of facades include ground level front entrances to ensure active street frontage, as well as screening and setback requirements for parking, and landscaping elements (refer to the Architectural Design Guidelines below, taken from Pages 85 and 86 of the City Centre Plan). The proposed guidelines require a minimum of 40% of the surface area on the ground floor facade of a building to be transparent, and a minimum of 30% of the surface area of the remaining facade to contain transparent openings.

DESIGN GUIDELINES THREE GENERAL CRITERIA

See Design Guidelines Chart for Dimensions

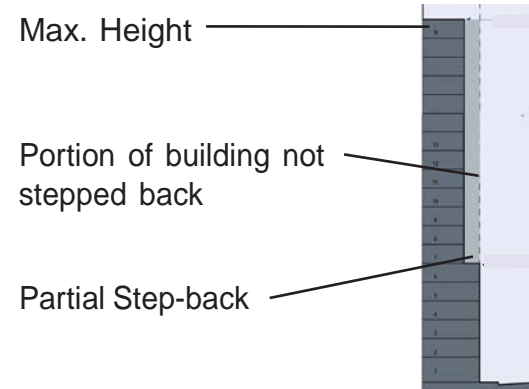
Frontage:

Continuous rhythm of building facades along the street is critical to high-quality public street spaces. The design guidelines require placement of new buildings and building additions along the street front. The Principal Frontage is the area parallel to the front property line. The front façade must be located in the Principal Frontage area according to the Design Guidelines Chart.



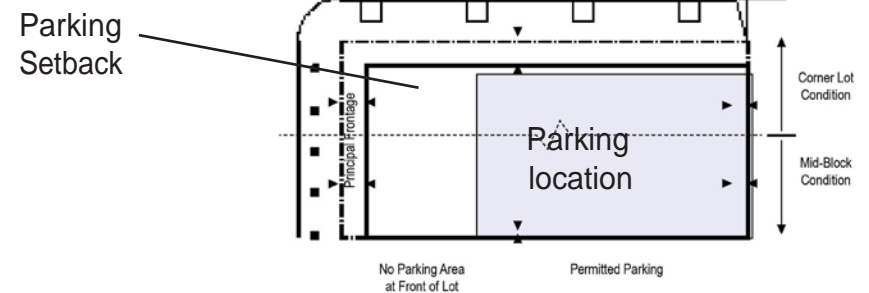
Height:

The existing maximum height limits are maintained unless specifically noted otherwise. The design guidelines require partial step-backs at the upper levels of buildings. The partial step-backs serve two purposes. They deflect winds on taller buildings from being blown down onto pedestrians. They also allow new taller buildings to be compatible in scale with the historic low-rise buildings that dominate the City Centre. The height guidelines for each area of the City Centre are described in the Design Guidelines Chart.



Parking Placement & Service Locations:

One of the issues of greatest concern in the City Centre has been the growth of surface parking lots. The design guidelines require placement of new buildings and building additions along the street front so that parking areas are forced to the rear of the lot and hidden behind the buildings. New surface lots must be set back from the front property line and screened. Parking is also permitted in parking structures that are screened on their primary front and have retail on the front portion of the ground level. The Parking Placement guidelines for each area of the City Centre are described in the Design Guidelines Chart. Service locations should be accessed from side street or rear lane.



Diagrams Credit: Smart Code

c. ARCHITECTURAL DESIGN GUIDELINES

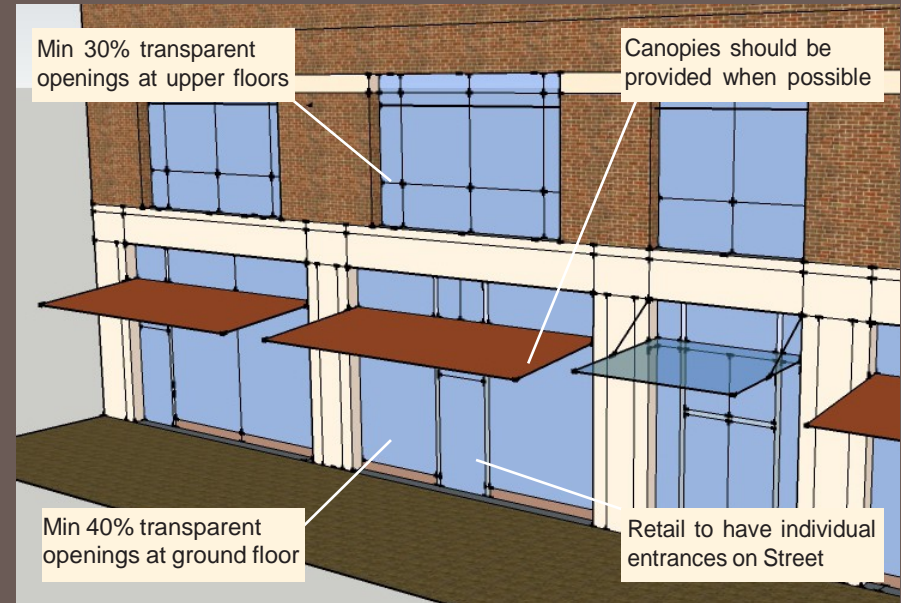
Guidelines for architectural design establish general rules for the façade while allowing flexibility for the private development community. The guidelines allow for a large variety of materials and architectural styles. Variety of architecture is important in order to display the diversity of the City. Extensive regulation of stylistic qualities in a city centre can discourage development. The areas covered by the design guidelines are the divisions of the façade into base, middle, and top; requirements for minimum amounts of transparent openings; limited restrictions on materials. This section also includes examples of high-quality urban residential design. Further detailed architectural regulations on a city-wide basis are not recommended, although more detailed regulations may be appropriate pertaining to specific sites within the City.

FAÇADE OPENINGS:

To further encourage walkable streets, windowless walls are not permitted to face front property lines or side streets. The guidelines require minimal percentage amounts of transparent openings on ground floors and upper levels. The ground floor front façade shall include a minimum of 40% of its surface area as transparent openings in all areas of the B6 and B3 Zones. The overall front façade of all floors shall have at minimum 30% of the surface area as transparent openings at all locations within the B6 and B3 Zones.

GROUND LEVEL FRONT ENTRANCES

Ground floor entrances should face the street when possible. Individual stores should have individual entrances to the street. Canopies and awnings should be encouraged to deflect cold winds during the winter months and protect portions of the sidewalk from snow.



IV.C.4 Architectural Design Guidelines



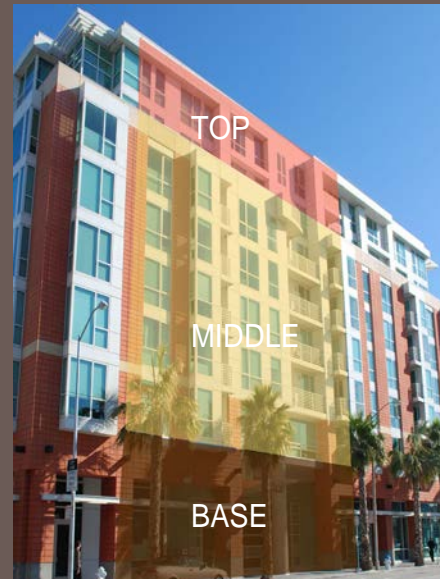
IV.C.5-6 Colourful facades in Copenhagen and Stockholm

MATERIALS & COLOUR

Proposed architectural design guidelines do not require extensive limitations on materials or colours for the City Centre. High-quality architectural design can be accomplished with a wide variety of materials including masonry, metals, glass, and composites. Limiting the range of accepted materials will not insure high-quality architecture. Certain materials associated with low-cost construction, such as vinyl siding and standard grades of cement block, are discouraged on facades that face a public right-of-way. Colour has been used in many northern cities to animate the urban environment and compensate for the short daylight hours in the winter seasons. In the Warehouse District, which consists mostly of all brick buildings, new structures should have brick on at least 30% of their exterior.

DIVISIONS OF THE FACADE

Proposed architectural design guidelines encourage buildings to have changes of architectural expression of the façade to create a distinct base, middle, and top. This strategy is encouraged for several reasons. The most successful city skylines are characterized by the tops of their buildings. Some of the greatest walking streets are characterized by the quality of design of the ground floor facades. Examples of how buildings can have distinct base, middle, and top portions of their facades are illustrated for a variety of conditions. The examples include a distinct type of expression at the ground floor of a building, the use of a slightly different expression such as a change of materials or window proportion for the body or middle of the building, and then articulation that distinguishes the top. On low buildings of two to four stories, the base can be the lower portion of the ground floor and the top may be a cornice. On a taller building, the base may be an entire floor or two, and the top may be an entire floor or more.

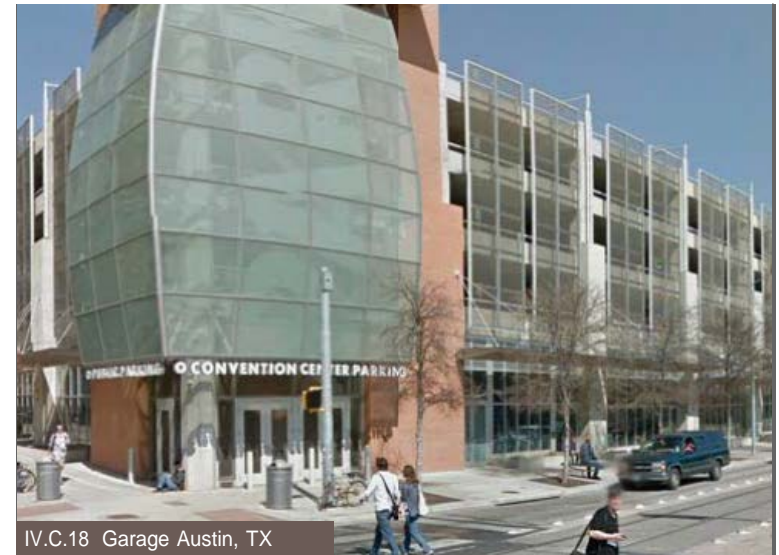


Figures IV.C.7-9:
Three parts to the facade:
Base, Middle, Top

- b. Acknowledge reduced ratios of parking demand in the long term due to an increase of mixed-use development and increased use of transit.
 - c. Acknowledge the reduced cost to the City of suburban road construction through the growth of compact, walkable mixed-use areas.
- 4) Devise strategies for the City to associate with new private parking structures that are dedicated to private development projects. The association would be for the purpose of constructing supplemental public structured parking. The strategy will investigate financing methods and public/private partnerships to encourage construction of privately-owned parking structures with surplus parking for public use. It will also investigate opportunities for shared parking.
 - 5) Encourage use of shared parking strategies in which private parking commercial structures that are primarily used during business hours of weekdays can be accessible for public use on weekends and afterhours. Encourage accommodations for bike parking.
 - 6) Identify one or two potential parking structure sites in the Central Business District and develop a financial model for implementing them either through a City funded program, joint venture, or municipally facilitated private investment.
 - 7) Encourage development of one parking structure with public access within each of the 5 minute walking distance neighbourhoods.

PARKING STRUCTURE FACADES

Parking structures should have architectural treatments when facing public streets in order to resemble buildings. Examples of architectural treatments include metal screens and architectural cladding of the structure. Parking structures should have retail uses on portions of ground floor that face the street.



IV.C.18 Garage Austin, TX

Parking structures with screened facades facing street.



IV.C.19 Garage Atlanta, GA

Parking structures are hidden behind liner buildings when facing front property line. Parking structure facing street is clad with architectural features.

COMMUNICATIONS TO COUNCIL

MEETING OF CITY COUNCIL – MONDAY, JANUARY 20, 2014

A. REQUESTS TO SPEAK TO COUNCIL

1) Ilsa Arneson, dated December 3

Requesting permission for representatives from St. Mary Wellness and Education Centre to address City Council with respect to safety on the 300 block of Avenue N South. (File No. CK. 6150-1)

RECOMMENDATION: that Kent Neffe, Aaliyah Moccasin, Jean Kakum and Cher Plante be heard.

2) Ilsa Arneson, dated December 3

Requesting permission to address City Council with respect to safety on the 300 block of Avenue N South. (File No. CK. 6150-1)

RECOMMENDATION: that Ilsa Arneson be heard.

3) Sean Shaw, Better Bike Lanes, Saskatoon Cycles, dated January 12

Requesting permission to address City Council with respect to cycle tracks in downtown Saskatoon. (File No. CK. 6000-5)

RECOMMENDATION: that item B12) of Communications to Council be brought forward, and that Sean Shaw be heard.

B. ITEMS WHICH REQUIRE THE DIRECTION OF CITY COUNCIL

1) Jeff Krawchuk, dated January 3

Commenting on snow removal on bridges. (File Nos. 6290-1 and 6320-1)

RECOMMENDATION: that the information be received.

2) Don Meister, dated January 3

Commenting on preventative measures for snow and ice control on bridges. (File No. CK. 6050-10)

RECOMMENDATION: that the information be received.

3) Robert Pollock, dated January 5

Commenting on speed limits on bridges. (File Nos. CK. 6290-1 and 6320-1)

RECOMMENDATION: that the information be received.

4) Gary Chappell, dated January 6

Commenting on the need for a replacement traffic bridge. (File No. CK. 6050-8)

RECOMMENDATION: that the information be received.

5) Brad Sylvester, Chair, Official Ceremonies, Optimist Canada Day 2014 dated January 2

Submitting several requests with respect to Optimist Canada Day 2014. (File No. CK. 205-1)

RECOMMENDATION: that the requests for:

- 1) an extension of time where amplified sound can be heard, under the Noise Bylaw, to 11:30 p.m.;
- 2) an exemption of the bylaw restricting park access until 12:30 a.m. on July 2, 2014, for pull down and clean up by vendors and exhibitors;
- 3) consideration of providing Transit Services;
- 4) continued support provided by Saskatoon Police Services and Fire and Protective Services;

be approved subject to any administrative conditions; and

- 5) that the request for closure of Circle Drive South Bridge be referred to the Administration for review and report.

6) Robert Daniels, Saskatoon Indian Institute of Technologies, dated January 7

Requesting an extension to the time where amplified sound can be heard, under the Noise Bylaw, from 7:00 a.m. to 10:30 a.m. on June 6, 2014, on 4th Avenue, Between 20th and 21st Street for Annual President's Pancake Breakfast. (File No. CK. 185-9)

RECOMMENDATION: that the request for an extension to the time where amplified sound can be heard, under the Noise Bylaw, from 7:00 a.m. to 10:30 a.m. on June 6, 2014, on 4th Avenue, Between 20th and 21st Streets for Annual President's Pancake Breakfast be approved.

7) **Robert Daniels, Saskatoon Indian Institute of Technologies, dated January 7**

Requesting that 4th Avenue, between 20th and 21st Streets, be temporarily closed on June 6, 2014, from 6:00 a.m. to 11:30 a.m. for Annual President's Pancake Breakfast.

RECOMMENDATION: that the request to close 4th Avenue, between 20th and 21st Streets, on June 6, 2014, from 6:00 a.m. to 11:30 a.m. for Annual President's Pancake Breakfast be approved subject to any administrative conditions.

8) **Christian Nielsen, Council Youth Commissioner, Scouts Canada
Saskatchewan Council, dated January 6**

Requesting a flag raising on February 16 or 17, 2014 in honour of Scout-Guide Week, February 16 to 23, 2014.

RECOMMENDATION: that the request for a flag raising on February 16 or 17, 2014 in honour of Scout-Guide Week, February 16 to 23, 2014 be approved subject to any administrative conditions.

9) **Michele Dietz, dated January 8**

Commenting on greetings on buses during December. (File No. CK. 100-10)

RECOMMENDATION: that the information be received.

10) **Scott Hill, National Program Director, Hockey Night in Canada's Play On!
dated January 9**

Requesting temporary closures of:

23rd Street, between 3rd and 4th Avenues,
23rd Street, between 4th and 5th Avenues,
23rd Street, between 5th Avenue to the alley that intersects 23rd Street),
4th Avenue, between 22nd and 23rd Streets; and
4th Avenue, from 23rd Street to City Hall parking entrance

from Friday, May 9, 2014, at 10:00 a.m. until Sunday, May 11, 2014, at 7:00 p.m. for
Hockey Night in Canada Play On! event.

Also attached are Letters of Support from The Partnership, Tourism Saskatoon and the
Saskatoon Blades Hockey Club.

RECOMMENDATION: that the request for temporary closures of:

23rd Street, between 3rd and 4th Avenues,
23rd Street, between 4th and 5th Avenues,
23rd Street, between 5th Avenue to the alley that intersects
23rd Street),
4th Avenue, between 22nd and 23rd Streets; and
4th Avenue, from 23rd Street to City Hall parking entrance

from Friday, May 9, 2014, at 10:00 a.m. until Sunday, May 11,
2014, at 7:00 p.m. for Hockey Night in Canada Play On! event
be approved subject to any administrative conditions.

11) **Jimmy Montgrand, dated January 13**

Commenting on parking rates at City Hospital. (File No. CK. 6120-1)

RECOMMENDATION: that the information be received and forward to the Saskatoon
Health Region for further handling.

12) **Letters Received regarding Saskatoon Cycles**

Jared Cechanowicz, dated January 13
Wayne MacDonald, dated January 13
Jessica Kennedy Lessard, dated January 14
Alex Lothian, dated January 14

RECOMMENDATION: that the letters be brought forward and considered during Clause A3) of Communications to Council.

13) **Candace Savage, dated January 14**

Requesting permission to make a brief presentation to the Saskatoon Environmental Advisory Committee regarding Wild about Saskatoon's NatureCity. (File No. CK. 175-9)

RECOMMENDATION: that the letter be referred to the Saskatoon Environmental Advisory Committee for further handling.

14) **Jean-Francois Turcotte, Sergeant I, Royal Canadian Air Force dated January 14**

Requesting that a Canadian flag, which will be awarded to Chief Warrant Officer Kathy Mulgrew, who is retiring from the Canadian Armed Forces in July, be flown at City Hall on February 25, 2014, as part of the Depart with Dignity program. (File No. CK. 205-1)

RECOMMENDATION: that the request to fly a Canadian flag, which will be awarded to Chief Warrant Officer Kathy Mulgrew, who is retiring from the Canadian Armed Forces in July, be flown at City Hall on February 25, 2014, as part of the Depart with Dignity program, be approved subject to any administrative conditions.

15) **Elaine Long, Secretary, Development Appeals Board, dated January 3**

Advising of Notice of Hearing of the Development Appeals Board regarding the property located at 99 Baldwin Crescent. (File No. CK. 4352-1)

RECOMMENDATION: that the information be received.

C. ITEMS WHICH HAVE BEEN REFERRED FOR APPROPRIATE ACTION

1) Janet Glow, dated January 2

Commenting on snow removal on bridge walkway. (File No. CK. 6290-1) (Referred to the Administration for further handling and to respond to the writer.)

2) D.M. Roller, dated January 2

Commenting on speed limits on Circle Drive. (File No. CK. 6050-1) (Referred to the Administration for further handling and to respond to the writer.)

3) Jenaya Diehl, dated January 3

Commenting on Transit Services. (File No. CK. 7300-1) (Referred to the Administration for further handling and to respond to the writer.)

4) Mathieu Gaudet, dated January 3

Commenting on water valve repair issues. (File No. CK. 7780-1) (Referred to the Administration for further handling and to respond to the writer.) Also attached are copies of subsequent correspondence between the Administration and Mr. Gaudet.

5) Darcy Shields, dated January 5

Commenting on communication of power outages. (File No. CK. 2000-1) (Referred to the Administration for further handling and to respond to the writer.)

6) Paul C. Hamilton, dated January 7

Commenting on recent power outage. (File No. CK. 270-1) (Referred to the Administration for further handling and to respond to the writer.)

7) Glenda Sewell, dated January 6

Commenting on snow removal by schools. (File No. CK. 6290-1) (Referred to the Administration for further handling and to respond to the writer.)

Items Which Have Been Referred for Appropriate Action

Monday, January 20, 2014

Page 2

8) Krista Hondros, dated January 6

Commenting on snow removal by schools and recreation complexes. (File No. CK. 6290-1) **(Referred to the Administration for further handling and to respond to the writer.)**

9) Diane Reaser, dated January 7

Commenting on snow removal by schools. (File No. CK. 6290-1) **(Referred to the Administration for further handling and to respond to the writer.)**

10) Debbie Frost, dated January 7

Commenting on snow removal at the intersection of Confederation Drive and Milton Street. (File No. CK. 6250-1) **(Referred to the Administration for further handling and to respond to the writer.)**

11) Julian Blow, dated January 7

Commenting on snow removal on Circle Drive. (File No. CK. 6290-1) **(Referred to the Administration for further handling and to respond to the writer.)**

12) Arnold Reimer, dated January 7

Commenting on the intersection of Marquis and Idylwyld Drives. (File No. CK. 6250-1) **(Referred to the Administration for further handling and to respond to the writer.)**

13) Sandy White, dated January 9

Commenting on snow removal. (File No. CK. 6290-1) **(Referred to the Administration for further handling and to respond to the writer.)**

**Items Which Have Been Referred for Appropriate Action
Monday, January 20, 2014
Page 3**

14) Darrel Norman, dated January 11

Commenting on utility meter reading. (File No. CK. 1550-2) **(Referred to the Administration for further handling and to respond to the writer.)**

15) Vince Martin, dated January 10

Commenting on good service provided. (File No. CK. 150-1) **(Referred to the Administration for information.)**

16) Walter Leis, dated January 11

Commenting on snow removal destroying trees on 8th Street between McKercher and Boychuk Drives. (File No. CK. 6290-1) **(Referred to the Administration for further handling and to respond to the writer.)**

17) Brian Vangool, dated January 13

Commenting on the existing water supply to a residence on Avenue D South. (File No. CK. 7780-1) **(Referred to the Administration for further handling and to respond to the writer.)**

RECOMMENDATION: that the information be received.

D. PROCLAMATIONS

**1) Amanda Titman, Campaign Coordinator, Person to Person Campaign
The Heart and Stroke Foundation, dated January 7**

Requesting City Council proclaim February 2014 as Heart Month. (File No. CK. 205-5)

**2) Bill Bergeron, Police Coordinator, Saskatoon Crime Stoppers
dated January 7**

Requesting City Council proclaim January as Crime Stoppers Month.
(File No. CK. 205-5)

**3) Tamara Ruzic, Executive Director, Saskatchewan Organization for
Heritage Languages, dated January 9**

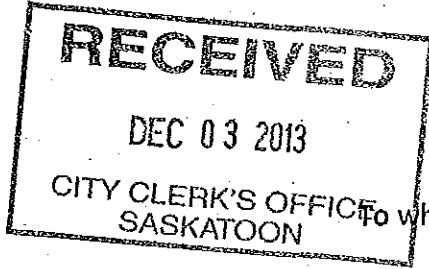
Requesting City Council proclaim February 17 to 23, 2014 as International Heritage
Language Week. (File No. CK. 205-5)

**4) Lynn Redl-Huntington, Special Events Manager, Children's Hospital
Foundation of Saskatchewan, dated January 10**

Requesting City Council proclaim February 2 to 8, 2014 as Children's Hospital Radiothon
Week. (File No. CK. 205-5)

- RECOMMENDATION:**
- 1) that City Council approve all proclamations as set out in Section D; and
 - 2) that the City Clerk be authorized to sign the proclamations, in the standard form, on behalf of City Council.

6150, (A1)



Tuesday December 3, 2013

To whom it may concern;

I am writing this letter with requests to speak at the city council meeting on Monday Dec. 16, 2013. This letter will detail the names from two different groups wishing to address council on the date mentioned above.

On behalf of the student body at St. Mary Wellness and Education Centre, the following students would like to address council with concerns of the lack of pedestrian lights and safety on the 300 block of Avenue N South. Kent Neffe, Aaliyah Moccasin and Jean Kakum. As well, a representative from the School Community Council would also like to share in the allotted 5 minutes. Her name is Cher Plante.

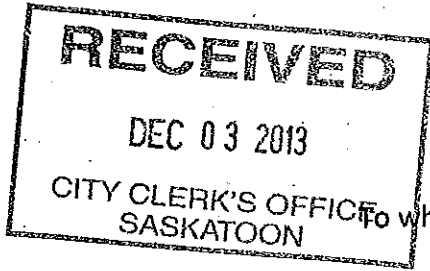
On behalf of the Pleasant Hill Community Association, Ilsa Arnesen would also like to speak to council with the same concerns. At this time, a petition from concerned community members will be presented to council to show support for this initiative.

Thank-you for your attention.

Ilsa Arnesen

I can be reached at St. Mary Wellness and Education Centre Mon-Fri. 9 a.m. – 3:30 p.m.

6150, A2)



Tuesday December 3, 2013

To whom it may concern;

I am writing this letter with requests to speak at the city council meeting on Monday Dec. 16, 2013. This letter will detail the names from two different groups wishing to address council on the date mentioned above.

On behalf of the student body at St. Mary Wellness and Education Centre, the following students would like to address council with concerns of the lack of pedestrian lights and safety on the 300 block of Avenue N South. Kent Neffe, Aaliyah Moccasin and Jean Kakum. As well, a representative from the School Community Council would also like to share in the allotted 5 minutes. Her name is Cher Plante.

On behalf of the Pleasant Hill Community Association, Ilsa Arnesen would also like to speak to council with the same concerns. At this time, a petition from concerned community members will be presented to council to show support for this initiative.

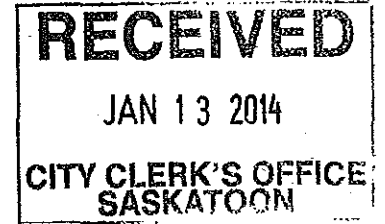
Thank-you for your attention.

Ilsa Arnesen

I can be reached at St. Mary Wellness and Education Centre Mon-Fri. 9 a.m. – 3:30 p.m.

6000-5
A3

From: CityCouncilWebForm
Sent: Sunday, January 12, 2014 4:34 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Sean Shaw
422 Geary Crescent
Saskatoon, Saskatchewan
S7R0E6

EMAIL ADDRESS:

betterbikelanes@saskatooncycles.org

COMMENTS:

Hello,

Better Bike Lanes is a project by Saskatoon Cycles that is looking to build support for the installation of demonstration separated bike lanes (cycle-tracks) in downtown Saskatoon for this summer.

We would like to present what Better Bike Lanes is along with our petition of support from nearly 2,000 Saskatoon residents at the City Council meeting on January 20th, 2014.

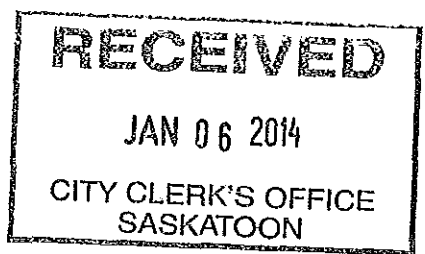
We will require the use of your audio/visual equipment as well, so we can make a short visual presentation.

Sean Shaw, Better Bike Lanes Coordinator will be presenting on our behalf.

Thank you in advance,

B1)

6290-1
x 6300-1



From: Jeff Krawchuk [j_krawchuk@hotmail.com]
Sent: January 3, 2014 12:06 PM
To: Paulsen, Tiffany (City Councillor)
Subject: Snow Clearing/ Bridge

Hello Tiffany

I heard on the radio this morning that Mayor Don has brought up an idea of slowing the speed limit on bridges during the winter months after that car jumped the barrier the other day.

if you have any say on this matter please let it be known that speed nor alcohol was a factor as stated in the police report, the police report also stated that build up of snow along the barrier was the apparent cause.

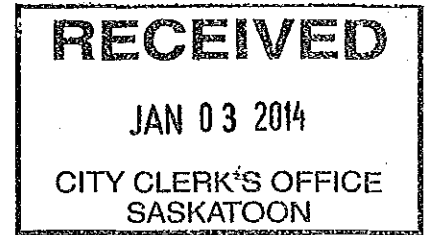
Please stress that fact the proper snow removal from the bridges and city streets should be focused on, rather than reducing speed.

Thanks again
Jeff Krawchuk

211 Weyakwin Dr.

6050-70
B2)

From: CityCouncilWebForm
Sent: Friday, January 03, 2014 9:31 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Don Meister
#506, 157 - 2nd Ave.
Saskatoon, Saskatchewan
S7K 2A9

EMAIL ADDRESS:

meisterdon@sasktel.net

COMMENTS:

Dear Mayor Atchison and Councillors,

On passing a newsstand I noticed an article caption in the Friday, January-03-14, edition of the StarPhoenix that suggested that consideration is being given to lowering the speed limits on the city's bridges. Presumably this is in response to the recent case of the young lady whose car jumped the guard rail on the east-bound 42nd Street bridge.

While it is understandable that a lower speed limit might have helped prevent this incident, it is also clear that proper snow removal on the bridge would have eliminated the snow and ice ramp that made it possible for a vehicle that was obviously travelling too fast for the road conditions to have the necessary momentum to achieve such a spectacular feat. That's simple physics.

A lower speed limit, while possibly reducing the likelihood of such an event to occur in the future, is a purely reactionary response to the situation and probably the only short term option available. What has to be considered also, though, is that it's impossible to legislate effectively against stupidity and lack of attention or to effectively regulate those who insist that the rules don't apply to them. Drunk drivers and illegal cell phone use in vehicles are but two examples of areas where legislation and regulation help, but the problem still persists, if only at a somewhat reduced rate.

I would like to bring to Council's attention the fact that all of these problems have real world effective solutions. In the case of impaired driving and illegal cell phone use, there are devices that would make these offences nearly impossible but they are not yet mandatory, either because of cost or because of public pressure or both. Apparently the costs incurred by society by the continued refusal of a few people to use common sense in these instances is not considered high enough, either in dollars or in lives, to become a high enough priority.

The problem of bridge icing, which is at the root of the vehicle mishap on the 42nd Street bridge, is a different matter. In this case there is a solution that would not only make such an incident nearly

impossible, but it would also tremendously lower servicing and maintainance costs. The solution is to heat the bridge deck during cold weather so that any snow falling on it would simply melt.

Of course, the cost of installing such a system probably seems impossibly high and then there is the cost of operation. Since this bridge is already built, the cost of retro-fitting is going to be high, so it is something that would only be done as part of a resurfacing project.

The cost of operation is another matter entirely. There is already a heat source readily at hand . the river itself. While the river water is definitely cold, it is not frozen. Heat exchangers in the water, circulating thermofluid that flows through pipe coils within the bridge deck, would readily absorb most, if not all of the heat needed to warm the deck to or very near the melting point of ice. If the water temperature is not high enough to maintain sufficient heat to melt snow and ice on the bridge deck, it is certainly more than sufficient to raise the deck temperature to the point that ordinary road salt will lower the melting point enough to finish the job. The resulting brine would then simply drain off the deck and into the river where it would be diluted to insignificance and carried away.

There would be the added benefit in that the bridge deck would not undergo the severe freeze/thaw cycles that it currently endures, thereby greatly extending its useful life between major repairs. This alone would probably provide the financial benefit to offset the initial cost.

I urge you to look at proactive solutions to problems where they are possible. In the case of the city's bridges this is one instance where a proactive solution will greatly outweigh purely reactive solutions that are nothing more than short-term patch jobs that don't really solve the actual problem.

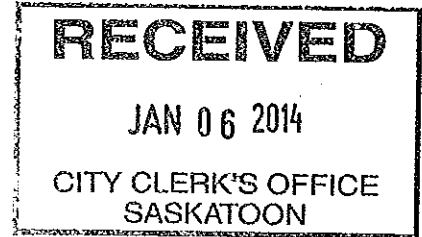
Thank you for your consideration.

Respectfully submitted,

Don Meister
ph. (306)242-2529

6290-1
B3)
x 6320-1

From: CityCouncilWebForm
Sent: January 05, 2014 12:50 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Robert Pollock
105 Capilano CRT
Saskatoon, Saskatchewan
S7K 4B9

EMAIL ADDRESS:

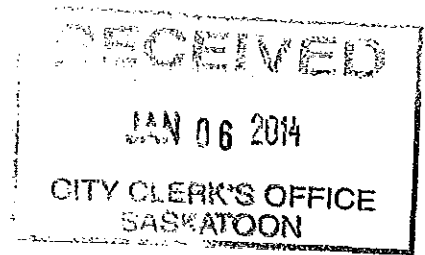
Harrison.pollock@me.com

COMMENTS:

I am concerned about lowering the speed limit on the bridges due to a reaction over the unfortunate accident last week. Statistically this accident was an anomaly, considering the hundred of thousands of cars that have driven over this bridge since it opened. I am pleased to see that city is now clearing the snow embankment that contributed to this accident but lowering the speed limit is unwarranted. This will reduce the flow of traffic that is already a bottle neck and give the police another speed trap to use (eg. they are always giving speeding tickets at highschoools, but never to be seen at elementary schools where the young children need protection)

Regards, Rob Pollock

6050-8 (B4)



>From: Gary Chappell [gchappell@shaw.ca]
>Sent: December 3, 2013 10:28 AM
>To: Paulsen, Tiffany (City Councillor)
>Subject: Re: MESSAGE FROM COUNCILLOR TIFFANY PAULSEN

>Hi Tiffany,

>>Neighbourhood Traffic Planning - A New City
>Initiative Looking For Your Input

>This is mainly feed back about an overview of Saskatoon's "south
>side" traffic from a Lakeview resident point of view, and the need
>for a new Traffic bridge.

>First, the new South Bridge has really improved access to the west
>side from Lakeview. I find myself shopping more in the Confed area
>and the far west side business district now. It will stand in good
>stead for Saskatoon and should be considered a "well done!" (but
>please don't call it the Joni Mitchell Bridge, the Yorath Bridge, or
>Atcheson Bridge)

>However, in planning for the future I feel the Traffic Bridge should
>definitely be replaced, and should be designed to carry vehicles,
>bikes, and pedestrians. My vote would be for the wider modern
>steel girder design which approximately replicated yet improved on
>the original design. Reasons for needing a new Traffic Bridge are:

>1. The Traffic bridge is at the end of the wide Victoria street
>corridor that not only gathers from 8th street, Nutana area and those
>neighbourhoods south, but also feeds from neighbourhoods more east on
>Taylor Street (even including Lakeview) for those wanting to go
>Downtown or the 19th street west and 20th street west businesses. No
>Traffic Bridge or a new Traffic bridge for only bikes and pedestrians
>negates the excellent Victoria corridor for vehicle traffic.

>2. The Traffic bridge allowed cars and bikes to avoid the busy
>Idylwyld & 20th and 1st Ave. & 20th intersections or the busy
>Broadway Bridge and Broadway business district. With the closure of

>the Traffic bridge the 19th street west corridor in particular now
>seems underutilized compared with 20th street west.

>

>3. Limiting a new traffic bridge to bikes and pedestrians is mainly
>of value to bicyclists and pedestrians living in Nutana and
>Downtown. The major project cost is not justified by the limited
>benefit to mainly just two local areas.

>

>4. The Peace Bridge in Calgary for only pedestrians and bikes cost
>\$25 million. The cost vs benefit is a source of controversy with
>Calgary taxpayers. As a taxpayer footing the bill for any new
>Traffic Bridge, its main use should be for all Saskatoon residents,
>not just those walking or using bikes.

>

>5. When the Broadway, University, and Buckwold bridges need to be
>taken out of service for 6 months for major repairs, the Traffic
>Bridge will become essential to maintaining vehicle traffic flow to
>the downtown area.

>

>Thanks for reading this, Tiffany. Hope it is of some help to you...

>

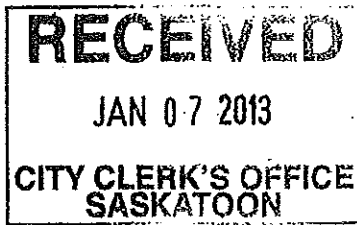
>Cheers,

>

>Gary Chappell

119 Christopher Road
Saskatoon, Sk.
S7J 3R8

205-1
BS)



Jan 2, 2014

Mayor Don Atchison and Members of City Council
City of Saskatoon
City Hall
Saskatoon, Saskatchewan
S7K 0J5

RE: OPTIMIST CANADA DAY 2014

Dear Your Worship and members of city Council,

The Saskatoon Optimist Club (OCS) is in the planning stages for this year's celebration of Optimist Canada Day 2014, in Diefenbaker Park, on July 1. The Optimist Club of Saskatoon has been organizing Canada Day events since 1967, which started as a centennial project. 2017 will be our 50th year. There are five separate items for your consideration as follows:

- OCS requests an exemption from the noise bylaw until 11:30 pm on July 1. This will allow time for the fireworks and crowd clearance from the park. We will continue to face the main stage south, to mitigate the noise that occurs in the local neighborhood.
- Exemption from the 'park access' by-law until 12:30am July 2 for pull down and clean up by vendors and exhibitors.
- OSC requests continued Transit services, as was provided in 2013 by the city of Saskatoon Transit. Operationally this service was a success and we see community value for the city of Saskatoon to continue providing this service.
- As in the previous years, OSC requests continued support from the Saskatoon Police Services, and Fire and Protective Services to work with our committee to provide a safe family day and evening
- OCS would like to have consideration of closing the Circle South Bridge for approx 20 minutes during the fireworks show in both directions. This request is being made in the interest of public safety and risk mitigation for citizens of Saskatoon. Our Fireworks supplier, with many years of experience suggests strongly that the safest way to shoot a fireworks show near an active roadway is the temporarily close that active roadway. The operational risks are related to behaviors exhibited on a live roadway, such as gawking, which leads to less attention to the roadway activity, and can lead to very serious accidents. The plan would be to stop all surface traffic from 10:35 pm to 10:55 pm. We would need to have traffic held with the services of Saskatoon City Police. We will include a media plan for communicating this change for 2014. This is a new request from our club, and given the new road and its location, our interests are always, to deliver a safe family friendly event to celebrate our citizenship.

I understand that these requests will be referred to committees for consideration. OCS will provide a representative(s) to answer questions at committee level and/or at council upon request.

Yours in Optimism,

Brad Sylvester
Chair, Official Ceremonies
Optimist Canada Day 2014
1014 Hurley Way
Saskatoon, Sask. S7N 4J7
306 653 0971 daytime
306 653 1458 fax

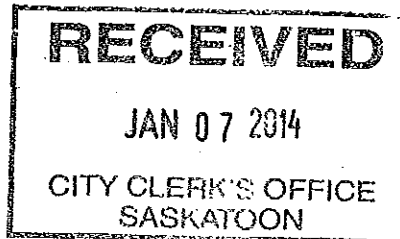


185-9
B6)

418-335 Packham Avenue
Saskatoon, SK S7N 4S1

Phone: 306-244-4444
Toll Free: 1-800-667-9704
Fax: 306-244-1391

Web Site: www.siiit.ca



January 7, 2014

Dear City Council,

The Saskatchewan Indian Institute of Technologies is currently planning an Annual President's Pancake Breakfast on June 06, 2014. SIIT and Cruz FM will be raising money for a charitable organization called Camp Circle of Friends. Breakfast will be provided to the public, where we will welcome donations towards this charitable organization. We are hoping to have 1200-1500 people come through that morning.

In previous years the Annual President's Pancake Breakfast was held at our head office, where we were able to provide the Camp Circle of Friends with a generous donation. Last year we held our Annual President's Pancake Breakfast downtown and it was a great success. This year we hope to exceed last year's donations. SIIT is a non-profit organization that finds it important to support our community, and many charitable organizations to help reach their goals and possibly make a difference in someone's life.

According to the noise bylaw we are out side of the regular noise violations hours. With your approval SIIT would like to have entertainment at this event, such as traditional drummers, singers, and music. This event will start at 7:00 am to 10:30 am on the Morning of June 06th, 2014 on 4th Ave between 20th and 21st St. We look forward to hearing from you and we thank you for considering this event. If you have any further questions please contact me at the information below.

Sincerely;

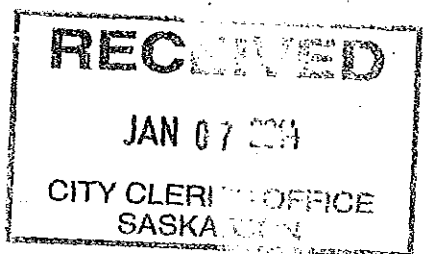
Robert Daniels
Director, Marketing & Communications Dept.
Saskatchewan Indian Institute of Technologies
229 4th Ave South
Saskatoon, SK S7K 4K3
Ph: (306) 477-9300
Cell: (306) 370-8198
Fax: (306) 373-4977



6295-1
B7



118-335 Peckham Avenue
Saskatoon, SK S7N 4S1
Phone: 306-244-4444
Toll Free: 1-800-667-9704
Fax: 306-244-1391
Web Site: www.siiit.ca



January 7, 2014

Dear City Council,

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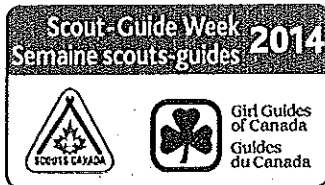
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What we are hoping to close traffic off from 6 am to 11:30 am on the Morning of June 06th, 2014 on 4th Ave between 20th and 21st St. We look forward to hearing from you and we thank you for considering this event. If you have any further questions please contact me at the information below.

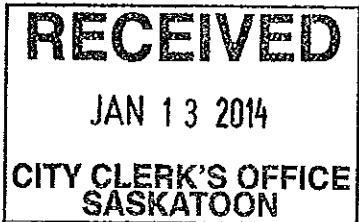
Sincerely;

Robert Daniels
Director, Marketing & Communications Dept.
Saskatchewan Indian Institute of Technologies
229 4th Ave South
Saskatoon, SK S7K 4K3
Ph: (306) 477-9300
Cell: (306) 370-8198
Fax: (306) 373-4977





205-1
Christian Nielsen
saskcyc@scouts.ca
(306)541-1780
B8



January 6, 2014

His Worship Donald J. Atchison
Office of the Mayor
222 Third Avenue North
Saskatoon, SK S7K 0J5

Re: Flag Raising Request

Your Worship,

February is a special month for Scouts and Girl Guides worldwide. Each year both Movements celebrate Feb. 22; the birthday of Scouts founder, Lord Robert Baden-Powell and his wife, the World Chief Guide, Lady Olave Baden-Powell. In Canada, we also celebrate Scout-Guide Week, which begins the Sunday before Feb. 22 and ends the Sunday after. This year Scout-Guide Week is Feb. 16 – 23.

I would like to request for the City of Saskatoon, to raise the Scouts Canada flag from Feb. 16-23, 2014, in honour of Scout-Guide Week.

Raising the Scouts Canada flag in communities across Canada recognizes the efforts of so many young Scouts and thousands of dedicated adult volunteers to build stronger youth and more sustainable, healthier communities. Your participation would be very much appreciated.

In the spirit of this we would like to have a ceremony on the 16th or 17th of February to which we could invite the local scouts and media to attend.

Please feel free to contact me if you require further details.

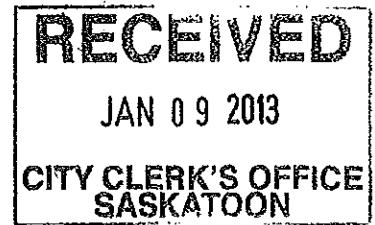
Yours truly,

Christian Nielsen, Council Youth Commissioner
Scouts Canada, Saskatchewan Council
(306)541-8761
saskcyc@scouts.ca

113 - 1612 Oster St.
Saskatoon, S7N 2K7

100-12
39

From: CityCouncilWebForm
Sent: Wednesday, January 08, 2014 9:01 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Michele Dietz
Box 92
Dalmeny, Saskatchewan
S0K 1E0

EMAIL ADDRESS:

Lmdietz@sasktel.net

COMMENTS:

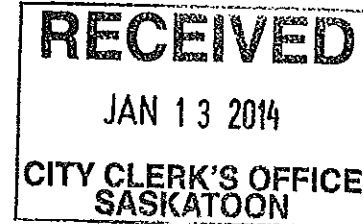
I didn't get to see the city buses over the holidays but I was told by a few people that Saskatoon Transit wrote Merry Christmas on the side of the buses. I would just like to show my support and say thank you. It's that simple.
Thank You

6295-1
B10)



Jan. 9, 2014

His Worship the Mayor and Members of City Council
Office of the City Clerk
City of Saskatoon
2nd Floor, City Hall
222 3rd Ave. North
Saskatoon, SK S7K 0J5



Re: Hockey Night in Canada's Play On! Saskatoon 2014

His Worship the Mayor and Members of Council,

This letter is written on behalf of *Hockey Night in Canada's Play On!* requesting permission to host the Play On! Saskatoon 2014 event in downtown Saskatoon on the roadways surrounding City Hall on May 10th & 11th, 2014.

Play On! is a national street hockey tournament that takes place in 21 cities across Canada and culminates with a National Championship. The program attracted 5,360 teams nationally last year, including approximately two hundred from the province of Saskatchewan. The program is the largest sports festival in Canada (based on the number of markets in which it operates annually, and the number of participants), and in fact, last year set a world record as the World's Largest Street Hockey Tournament.

We have operated in Saskatoon for four years now, (the past two seasons at Lawson Mall) but are looking to expand and enhance this year's Saskatoon event. As a result, we require a suitable playing surface and a high profile location to increase our draw. We feel that the roadways adjacent to City Hall meet these criteria in terrific fashion.

Specifically, we have coordinated with Brent Penner of the Saskatoon Downtown Business Improvement District to identify the following streets as being ideal for our proposed 2014 event setup, which would allow for approximately twenty (20) street rinks to be constructed:

- 23rd Street, between 3rd Avenue and 4th Avenue
- 23rd Street, between 4th Avenue and 5th Avenue
- 23rd Street, from 5th Avenue to the alley that intersects 23rd Street (approximately halfway between 5th Avenue and 6th Avenue)
- 4th Avenue, between 22nd Street and 23rd Street

- 4th Avenue, from 23rd street to the City parking entrance (approximately ¾ of the block to 24th Street)

The requested streets mentioned would be closed to standard traffic from approximately 10am on Friday, May 9th until approximately 7pm on Sunday, May 11th.

In preparation of this request we have secured support from several community partners, including: Brent Penner and the Downtown Business Improvement District (aforementioned), Steve Hogle and the Saskatoon Blades, Tourism Saskatoon, and RAWLCO. Following consent to use this location, we plan to enlist the support of the remaining area stakeholders as this process moves forward.

In addition to support from the above community partners, *Play On!* has considerable national support from the CBC and its national corporate partners which include: Canadian Tire Corporation, EBay International, UPS, Booster Juice, Yamaha, Kenwood, and Sherwood. The program is also supported by the Saskatchewan Hockey Association and the Saskatchewan Ball Hockey Association. Several not for profit partners participate in each Play On! event.

Each Play On! event is recognized as having a significant impact on the local economy. In Halifax 2013, (for example, and selected due to its similarity in market size), this event is held downtown and drew 562 teams and over 30,000 people to its downtown area last year. The Saskatoon event held at Lawson Mall attracted 100 teams last year.

Each Play On! event encourages physical, social, and emotional health and invites all to participate. When properly supported by a community, the event produces a wonderfully positive and vibrant festival atmosphere.

For these reasons, we hope that His Worship and Members of Council see the benefit of hosting *Play On! Saskatoon* in the city downtown and accept this proposal.

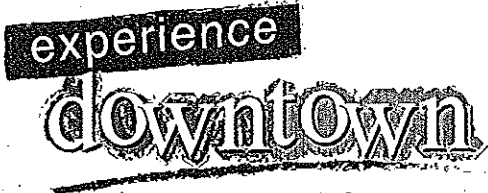
While we continue to seek local and provincial funding to enhance and expand this event, we are able to proceed with the planning of the event with funding that has already been secured via national program partners, so long as the location is approved.

Sincerely,

Scott Hill
National Program Director
Hockey Night in Canada's Play On!
519-204-5592
shill@playon.ca

31 Baron Cres.
Komoka, ON
NOL IRO

Adam Thomas, Event Director
Hockey Night in Canada's Play On!
(613) 355-3367
athomas@playon.ca



THE PARTNERSHIP

Saskatoon Downtown Business Improvement District

January 10, 2014

His Worship the Mayor and Members of City Council
Office of the City Clerk
City of Saskatoon
2nd Floor, City Hall
222 3rd Avenue North
Saskatoon, SK S7K 0J5

His Worship the Mayor and Members of City Council,

This letter is written in support of *Hockey Night in Canada's Play On!* in their quest to host a large event in Downtown Saskatoon on May 10 - 11, 2014. One of the most significant goals of The Partnership is to strive to make Downtown the place where business can thrive and where people want to enjoy themselves in Saskatoon. The Play On! event is a nation-wide festival and organizers indicate their most successful tournaments are held in the heart of the city. We look forward to working with *Play On!* to ensure that Saskatoon becomes one of the best events they host across Canada.

While we are sensitive to road closures, we are confident that the benefits of hosting this event will have a positive impact on business in the Downtown Business Improvement District. The site of thousands of people playing and watching street hockey in a festival setting Downtown will add to an already vibrant and bustling feel, and continue to ensure Downtown remains the cultural hub of the city.

If approved, The Partnership will continue to work closely with event organizers and will commit staff resources to assist as necessary to ensure the event encourages people to *Experience Downtown!*

Sincerely,

A handwritten signature in black ink, appearing to read "B Penner", written over a horizontal line.

Brent Penner
Executive Director
(306) 664-0709
bpenner@downtownsaskatoon.com



101 202 4th Avenue North, Saskatoon Saskatchewan Canada S7K 2L4
Phone: 306.242.1206 • Toll free: 1 800 567 2444 • Fax: 306.242.1955

info@tourismsaskatoon.com
www.tourismsaskatoon.com

January 7, 2014

His Worship the mayor and Members of City Council
Office of the City Clerk
City of Saskatoon
2nd Floor, City Hall
222 3rd Ave. n.
Saskatoon Saskatchewan
S7K 0J5

Dear Mayor and Council,

Tourism Saskatoon is in support of the proposed street closures for the HNIC Play On Event proposed for May 10 and 11, 2014. Tourism Saskatoon was involved in the early development of the Play On concept that played its original games in downtown Saskatoon. In our recent meetings with Play On officials they expressed their interest to expand this event in Saskatchewan and Saskatoon. Their renewed efforts compliments Tourism Saskatoon's goal to grow existing events and attract more sports enthusiasts to our city. The HNIC Play On concept fits with the long term goals of the City Centre Plan to enhance and attract more people to downtown Saskatoon.

Tourism Saskatoon looks forward to partnering with HNIC Play On in presenting another sport event for the Saskatoon and region marketplace. Your support of their street closure request would be greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Todd Brandt".

Todd Brandt
President and CEO
Tourism Saskatoon



January 10, 2014

His Worship the Mayor and Members of City Council
Office of the City Clerk
City of Saskatoon
2nd Floor, City Hall
222 3rd Ave. North
Saskatoon, SK S7K 0J5

Dear Mayor and Councillors,

I am grateful for this opportunity to express our support for Hockey Night in Canada's Play On! and, specifically, the proposal to stage the event downtown this year. The Saskatoon Blades are excited to be taking on a new sponsorship role with Play On! this year to help take the sports festival to new heights.

We have watched Play On! build an enviable track record over the past four years in Saskatoon, and an even greater legacy across the nation since launching in 2003. Collectively in Canada last year, more than 5,300 teams, almost 36 thousand participants and well in excess of 300 thousand people took in the action. The event is gaining more steam all the time as all those figures represent double digit increases from the previous year.

Play On! may, on the surface, appear to appeal to the hockey establishment and, indeed, it does. But the event has a far broader reach. It appeals to all sorts of teams and individuals, no matter what the gender, age, culture or socio-economic background. More than half of the participants come from non-hockey-playing backgrounds and while this event is a wonderful platform for those people to get exposed to the game of hockey it's also just a fun way for them to get exercise and build community.

The other cool aspect of this year's festival is the unique opportunity to take the tournament into the heart of the city. Play On! has been working hard with groups such as the Saskatoon Downtown Business Improvement District to coordinate the logistics for such a setting. I realize closing streets, even briefly, raises logistical and financial questions that deserve full consideration but I believe they are outweighed by the greater good that would come from staging 20 "pop up rinks" downtown and then watch thousands of people play street hockey! Such a scene would contribute to downtown vibrancy and a healthy downtown is vital to the well-being of any city. The unique setting would also give rise to photographs and videos which would depict Saskatoon as a cool city in which to live, work and play.

I thank you for taking the time to read this letter as well as for the consideration you give the request from Hockey Night in Canada's Play On!

Sincerely,

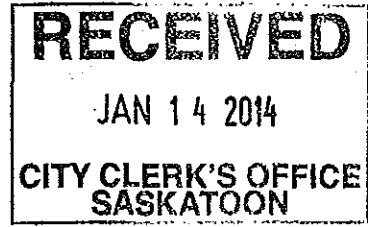
Steve Hogle
President
Saskatoon Blades Hockey Club

Saskatoon Blades Hockey Club Credit Union Centre 201-3515 Thatcher Avenue Saskatoon, SK Canada S7R 1C4
306.975.8844 Phone 306.934.1097 Fax www.saskatoonblades.com



6120-1
B11

From: CityCouncilWebForm
Sent: Monday, January 13, 2014 5:24 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Jimmy Montgrand
121-D-2010 Central Avenue
Prince Albert, Saskatchewan
S6V 4X3

EMAIL ADDRESS:

COMMENTS:

Indigenous Commissionaire
Jimmy Montgrand
121-D-2010 Central Avenue
Prince Albert, Saskatchewan
S6V 4X3

January 10th, 2013

Attention: Saskatoon City Council and StarPhoenix

This letter is concerning the parking rate prices within the city hospital. As an Indigenous Commissionaire, I would think it's ridiculous for the prices you charge to the public who are visiting sick family members, especially, if their journey is a long distance and they have no other means of finding finances. I request that this matter be taken into consideration on behalf of the public, because of the hardship it causes for families in emergency cases. There should be incentives in place for people that are visiting and staying with families that are in the emergencies or have a greater need of medical attention.

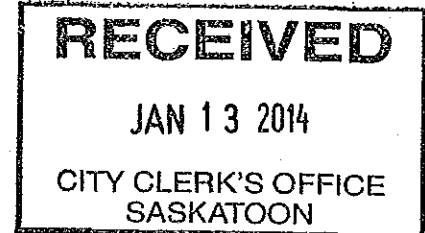
With all due respect, I find that Saskatoon is the only city that over-charges the public for parking. It's nice to facilitate the economy, but not at the expense of people's grief. Please consider the traumas that this causes to families that travel over a thousand miles to be with their family members, and when they have no other means of finances. Whether it's locally, or out of town, this needs to be considered. Don't operate the city based on people's griefs by gouging them. I bring this to your attention because I witness and experience this over and over in dealing with families that have to remain here with their ill family members. There must be other means and other ways that the city can accommodate these expenses without gouging the public.

Please take this into consideration at your next meeting. A copy of the letter will be CC'd to the StarPhoenix so that the attention is brought to the whole public and so that hopefully the public will respond to the need to bring down the expense of the metres, especially at the three hospitals in Saskatoon. Thank you for your cooperation and understanding in this matter.

Sincerely,
Indigenous Commissionaire
Jimmy Montgrand

6000-5
B12)

From: CityCouncilWebForm
Sent: January 13, 2014 3:26 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Jared Cechanowicz
131 Brown Crescent
Saskatoon, Saskatchewan
S7K5L7

EMAIL ADDRESS:

jcechanowicz@gmail.com

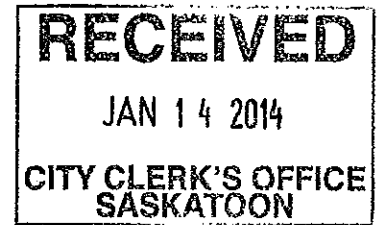
COMMENTS:

Dear Council Members,

My name is Jared Cechanowicz, and I live at 131 Brown Crescent. I am emailing to let you know that I'm in favour of improving the bike lanes in Saskatoon, and I support Saskatoon Cycles who will be at the city council meeting on Monday January 20th. For 6 to 8 months of the year I bike to work, and most of my co-workers do the same.

Thank you for your time,

From: CityCouncilWebForm
Sent: Monday, January 13, 2014 9:13 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Wayne MacDonald
1617 Sommerfeld Ave.
Saskatoon, Saskatchewan
S7H 2S5

EMAIL ADDRESS:

fam.macd@gmail.com

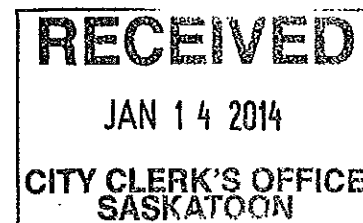
COMMENTS:

Dear Mayor Don Atchison,
I am hoping that you support the development of dedicated bike lanes for major routes across Saskatoon, particularly as you discuss next Monday, the development of bike lanes within the core of Saskatoon.

Thank you.

Sincerely,
Wayne MacDonald

From: CityCouncilWebForm
Sent: Tuesday, January 14, 2014 10:42 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Jessica Kennedy Lessard
425 Mowat crescent
Saskatoon, Saskatchewan
S7L 4Y4

EMAIL ADDRESS:

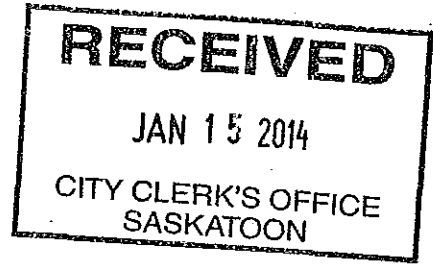
Jessicarain@sasktel.net

COMMENTS:

I would like you to support Better Bike Lanes for life at the city council meeting. Thank you

6000-5

From: CityCouncilWebForm
Sent: January 14, 2014 9:30 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Alex Lothian
308 Munroe Ave. S
Saskatoon, Saskatchewan
S7N 1J9

EMAIL ADDRESS:

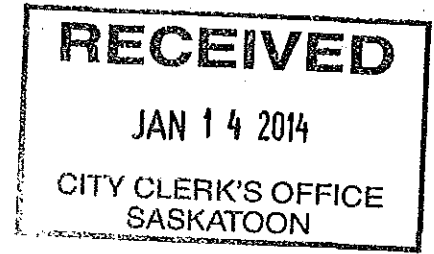
alothian02@yahoo.ca

COMMENTS:

Dear Mayor and Members of City Council,
My name is Alex Lothian and I live at 308 Munroe Ave. I commute to work down town year round on my bike and I would like to see better bike lanes in our city. In 2012, I had a bike accident that left me with a 30% tear in my right bicep muscle. I was riding along the "bike lane" on 4th Ave. S. between 20th and 21st streets when a gentlemen in a parked car suddenly opened his door into the bike lane. I had no time to react and no where to go as there was traffic on my left. The edge of the car door hit me square in the bicep and stopped all my momentum. Luckily for me after 90 days in a sling and a year later I seem to have most of my strength back in my right arm.
The bike lanes like the one on 4th Ave. S. were a good start but do not go far enough because they are still unsafe for cyclists due to parked cars and poor snow clearing in the winter. I would advocate for separated bike lanes that are out of the flow of traffic and that are not shared with parked cars. I appreciate your time, please consider promoting better bike lanes in our city.
Respectfully,
Alex

175-9
B13)

From: CityCouncilWebForm
Sent: January 14, 2014 2:10 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Candace Savage
302 Albert Avenue
Saskatoon, Saskatchewan
S7N1G1

EMAIL ADDRESS:

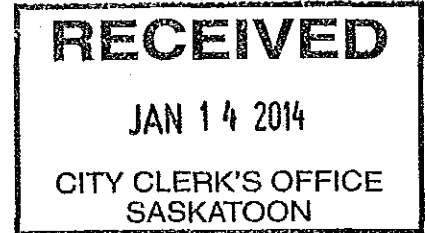
candace.savage@sasktel.net

COMMENTS:

I would like to make a brief presentation to the City's Environmental Advisory Committee at their meeting on February 3, to inform them about plans for Wild about Saskatoon's NatureCity Festival at the end of May. Please let me know if this is okay.

205-β14)

From: CityCouncilWebForm
Sent: January 14, 2014 3:47 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Sgt Jean-Francois Turcotte .
264 Lundy Lane, bldg A-142 room 1102
Borden, Ontario
L0M 1C0

EMAIL ADDRESS:

Jean-Francois.Turcotte@forces.gc.ca

COMMENTS:

Good day your Worship and Members of City Council,

One of our members, that was recently posted to CFB Cold Lake, Chief Warrant Officer Kathy Mulgrew, will be retiring from the Canadian Armed Forces in July with 32+ years of honourable service.

Many years ago DND instituted a program called Depart with Dignity (DWD) to highlight the dedication and the years service of their members for their Country. As part of this program, the member is presented with a Canadian Flag flown at the location of their choice upon retirement.

Chief Warrant Officer Mulgrew joined the Canadian Armed Forces on February 25th 1982 in Saskatoon, SK and to commemorate her 32 years of service, she requested if her flag could be flown on at Saskatoon City Hall on that day.

Thanks for taking the time to listen to my request and note that the Canadian Flag will be provided by our organization.

Please advise if this is possible by contacting the undersign.

Regards,

Jean-Francois Turcotte
Sergeant | Sergent
Executive Assistant to 16 Wing Chief Warrant Officer's |
Adjoint exécutif de l'adjudant-chef de la 16e escadre
Royal Canadian Air Force | Aviation royale canadienne
National Defence | Défense nationale
Borden, Ontario, Canada L0M 1C0

Jean-Francois.Turcotte@forces.gc.ca

Telephone | Téléphone: 705-424-1200 ext 2784

Cellular | Cellulaire: 705-716-4185

Facsimile | Télécopieur: 705-423-3385

Canadian Switched Network | Réseau canadien de communications par commutation: 270-2784

Government of Canada | Gouvernement du Canada



City of
Saskatoon

Saskatoon Development
Appeals Board

c/o City Clerk's Office
222 - 3rd Avenue North
Saskatoon, SK S7K 0J5

ph 306•975•3240
fx 306•975•2784

B15)

January 3, 2014

His Worship the Mayor
and Members of City Council

Ladies and Gentlemen:

**Re: Development Appeals Board Hearing
Refusal to Issue Building Permit
Addition to One-Unit Dwelling (Covered Front Deck)
(With Deficiency in Front Yard Setback)
99 Baldwin Crescent – R2 Zoning District
Mark Carroll
(Appeal No. 1-2014)**

In accordance with Section 222(3)(c) of *The Planning and Development Act, 2007*, attached is a copy of a Notice of Hearing of the Development Appeals Board regarding the above-noted property.

Yours truly,

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

Elaine Long, Secretary
Development Appeals Board

EL:ks

Attachment



City of
Saskatoon

Saskatoon Development
Appeals Board

c/o City Clerk's Office ph 306•975•3240
222 - 3rd Avenue North fx 306•975•2784
Saskatoon, SK S7K 0J5

NOTICE OF HEARING - DEVELOPMENT APPEALS BOARD

DATE:	Monday, January 20, 2014	TIME:	4:00 p.m.
PLACE:	Committee Room "E", Ground Floor, South Wing, City Hall		
RE:	Refusal to Issue Building Permit Addition to One-Unit Dwelling (Covered front Deck) (With Deficiency in Front Yard Setback) 99 Baldwin Crescent – R2 Zoning District Mark Carroll (Appeal No. 1-2014)		

TAKE NOTICE that Mark Carroll, has filed an appeal under Section 219(1)(b) of *The Planning and Development Act, 2007*, in connection with the City's refusal to issue a building permit for an addition to a one-unit dwelling in the form of a covered front deck for the property located at 99 Baldwin Crescent.

The property is zoned R2 under Zoning Bylaw 8770.

Section 8.4.2(1) of Bylaw 8770 states that the minimum front yard setback required in an R2 District is 6.0 metres.

Section 5.8(2) of the Bylaw states that a deck, once covered with a roof supported by columns, is considered to be a structural addition to the building and must conform to all setback requirements as such. This is supported by the Bylaw's definition of "building", which is any structure constructed or placed on, in or over land, but does not include a public highway, and includes any structure covered by a roof and supported by walls or columns.

Based on the information provided, the front yard setback of the dwelling prior to the addition of the covered deck was 7.62 metres. The covered deck addition moves the front building line 2.44 metres closer to the front property line, resulting in a new front yard setback of 5.18 metres, a deficiency of 0.82 metres.

The proposed request for a building permit for the addition to a one unit dwelling, therefore, is not permitted.

The Appellant is seeking the Board's approval for the proposed building permit as submitted.

**Development Appeals Board
Appeal No. 1-2014**

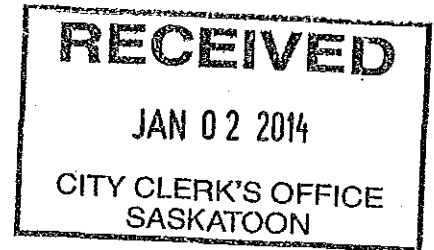
Anyone wishing to provide comments either for or against this appeal can do so by writing to the Secretary, Development Appeals Board, City Clerk's Office, City Hall, Saskatoon, Saskatchewan, S7K 0J5 or email development.appeals.board@saskatoon.ca. Anyone wishing to obtain further information or view the file in this matter can contact the Secretary at (306) 975-2780.

Dated at SASKATOON, SASKATCHEWAN, this 3rd day of January, 2014.

Elaine Long, Secretary
Development Appeals Board

6290-1(CI)

From: CityCouncilWebForm
Sent: January 02, 2014 11:13 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Janet Glow
118 Tucker Crescent
Saskatoon, Saskatchewan
S7N 2G9

EMAIL ADDRESS:

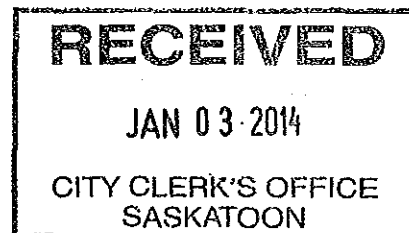
janet.glow@rayneragencies.ca

COMMENTS:

I feel that I should notify the city of a concern. On Christmas Day my family and I were walking under the new north bridge on the pedestrian walkway. As we continued on and away from the bridge on the walking path, we heard a loud noise overhead and turned to see the spray from a snowplow being thrown over the side of the bridge and not more than 3 feet away from us. It would be a concern if that hard snow was to hit me, but I am also thinking about children walking on the pathways. Do you feel that a sign should be posted to alert others of the danger?

6050-10
(2)

From: CityCouncilWebForm
Sent: Thursday, January 02, 2014 6:56 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

D.M. Roller
235 Hogg Way
SASKATOON, Saskatchewan
S7N 3W2

EMAIL ADDRESS:

dg.roller@sasktel.net

COMMENTS:

I am very concerned about the incident on the Circle Dr. bridge where the young woman went over the guard rail and into the river. What can be done to prevent this from happening again? Chances are next time the results will not be as good.

I think the speed limit should be reduced to 70 kph on the bridge both directions. Eastward bound it is 70 kph until the bridge where it changes to 90 kph. And westward bound it is 90 kph past the bridge, then immediately changing to 70 kph.

The guardrail is not very high on Circle Dr. bridge. I think it should be made higher.

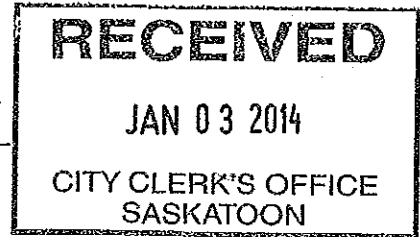
Also, snow should be removed from the bridge not pushed into a ramp.

This past year a man in a ½ ton truck went over the guard rail at Circle and College. He was also fortunate not to have been killed. I think all bridges and overpasses need to be reassessed for their safety.

The young woman involved in the incident on Circle Dr. bridge should be honored as a hero. Had she not responded quickly and calmly rescue workers would have been put at risk trying to recover her body. I think she is a hero and should be recognized as such.

7300-1
C3

From: CityCouncilWebForm
Sent: Friday, January 03, 2014 10:09 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Jenaya Diehl
224 - 150 Pawlychenko Lane
Saskatoon, Saskatchewan
S7V 0B4

EMAIL ADDRESS:

jenaya.diehl@gmail.com

COMMENTS:

I am writing to express my concerns over the reliability of City Transport Services. On Thursday, January 2, 2014, I waited outside Midtown Plaza from 4:37 to 5:22 pm waiting for the Downtown Direct #2 to arrive. Not one of the three scheduled buses arrived. The temperature was -17 degrees Celsius with the windchill according to Environment Canada. I asked the driver of the Downtown Direct #1 if the 2 was running, he assured me it was on his way. This was around 5:00 pm. It did not arrive, and I was forced to take a \$27.25 cab ride home. I tried calling two Transit Service numbers I found on the City of Saskatoon website several times to enquire if the bus was running, but my phone calls were not answered. Another similar instance was on Wednesday, December 18, 2013, when I waited outside for 32 minutes from 4:45 to 5:17 pm for the same bus to arrive. It was -24 degrees Celsius that day, or -33 with the windchill, according to Environment Canada. On that date, I called a Transit Service phone number around 5:00 pm and my call was answered by a pleasant woman. She told me that no one knew where the first bus was as neither she or the inspectors could find it, and that the second bus would arrive at 5:08. It did not. The second bus arrived at 5:17. Despite being appropriately dressed for the weather on both occasions with a heavy coat, scarf, gloves, winter boots and ear coverings, being outside in these temperatures for an extended period can cause cold injuries. According to Environment Canada, hypothermia can occur at temperatures of -10 degrees Celsius or lower if outside for long periods, and frostbite can occur after ten minutes exposed to -28 degree Celsius or lower. If this bus continues to be so unreliable, other measures should be taken to ensure those bus patrons waiting outside in Saskatchewan winter conditions do not suffer from the carelessness of Saskatoon Transit. I can speak to this, as I have been running a fever over 100 degrees Fahrenheit for the last 7 hours as well as difficulty breathing and rustling in my chest typically associated with fluid in the lungs. I will be visiting the doctor as soon as my fever drops. I am a healthy 23 year old that should not have to visit the doctor for pneumonia symptoms. I am also missing a day of work because of my symptoms.

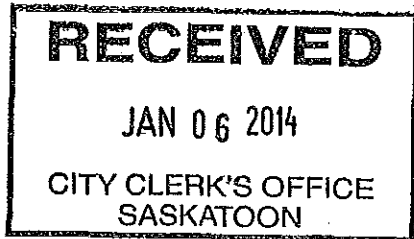
If the Downtown Direct #2 is not reliable or not a priority, perhaps the city would consider extending the service of the Downtown Direct #1 to include a few stops previously on the #2 route to service those individuals waiting on the #2. I know I will personally not trust the #2 again and unless the #1 route is adjusted, will not be taking the bus anymore. This is disappointing to me, as I gave up a downtown parking spot to take the bus because I believe in reducing my footprint and supporting public services.

I have the means to obtain a parking spot downtown and a vehicle to get myself to work each day, but many bus patrons do not. I do not know what they do when the bus does not show up.

I hope you will take my concern seriously, as so many people depend on the bus services in this city. Thank you for your attention to this matter.

7780-1 (4)

From: CityCouncilWebForm
Sent: January 03, 2014 6:12 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Mathieu Gaudet
10 Henigman Pl
Saskatoon, Saskatchewan
S7M 4L8

EMAIL ADDRESS:

mgaudet7@hotmail.com

COMMENTS:

Hi,
I have recently encountered an issue with my utility services that has been very frustrating and see it fit to voice my concern.

Recently I have been undergoing a repair to my main water valve in my home. In order to do so I have to get the City to shut off the water to my home before I can get a plumber to come in to repair it. I called the Public Works line at 306-975-2476 at approx 10:00am to arrange for a crew to shut off my water before 1:00pm, which is when my plumber was showing up. My water was shut off at approx 11:45am and all was well. I was told by the crew that all I had to do was call an hour before I needed my water back on.

My plumber completed his work at approx 3:00pm and so I called Public Works back to arrange to get the water turned on again. This time the person who I was speaking too was rude and told me that their crews only work until 3:30pm and that they would have no idea when I could get my water turned back on. I asked if they had any idea when and the person sounded flustered and told me they would call me back. Two and half hours later I called the number again but this time received a busy signal. I continued to try calling this number for the next hour and a half sometimes being on hold for 20 minutes without anyone answering. Finally the same person who responded last time answered and sounded annoyed and rude and told me there was only one crew on and that they were busy and that they would have no idea when I could get my water turned back on and that they would call me back. I continued to voice my concern in a respectful manner to see if they could get someone else to come turn it on seeing as it only take a minute but the person eventually got angry and hung up on me.

Meanwhile I am writing this as I wait for a call that I have no clue when and if will happen and can not use water in my home. I realize that at times city crews can be busy with emergencies but I find it frustrating that crews would end their day at 3:30 without proper coverage after that when most contractors work until approx 5:00pm. Not being able to get through to someone on the phone is very

frustrating and I was treated disrespectfully. Not once was I told that the crews shut down at 3:30 and then after that I would be screwed. All I was told was that I needed to give an hours notice, which I did. I followed everything I was supposed to and my plumber finished his work at a reasonable time. I am a 25 year old single male living in my first home and now I can't cook, shower or use my toilet because no one with the city can come turn a wrench after 3:30pm. And I have to sit at home and wait for who knows how long for a phone call.

As a paying customer this service is unacceptable and makes me wish I had other choices with whom I can hire for my utilities.

O'Brien, Kathy (Clerks)

From: Schmidt, Trent (US - Public Works)
Sent: January 08, 2014 7:20 AM
To: 'Mathieu Gaudet'
Cc: Gryba, Catherine (City Manager's Office); Jorgenson, Jeff (Utility Services); Hyde, Pat (US - Public Works); Bast, Barb (Utility Services); Gibson, Leah (US - Public Works); O'Brien, Kathy (Clerks); Figg, Carla (US - Public Works)
Subject: RE: Email - Communications to Council - Mathieu Gaudet - January 3, 2014 - Water Valve Repair Issues - File CK 7780-1

Mr Mathieu Gaudet

Your comments below are appreciated and will be used to aid us in the continuous improvement of the service we provide the citizens of Saskatoon that we strive for every day.

Thanks again.

Trent Schmidt, P.Eng.
Water & Sewer Manager
306.975.8897

-----Original Message-----

From: Mathieu Gaudet [mailto:mgaudet7@hotmail.com]
Sent: Tuesday, January 07, 2014 6:33 PM
To: Schmidt, Trent (US - Public Works)
Subject: Re: Email - Communications to Council - Mathieu Gaudet - January 3, 2014 - Water Valve Repair Issues - File CK 7780-1

Hi Trent,

I appreciate your reply. I had another fellow return my call later in the evening and didn't have any more issues. The water was turned on briefly afterwards and the crew that came was very helpful. I think that maybe the other dispatcher who I had been speaking too earlier was having a bad day and was maybe a little stressed out. It was not so much the time delay that was bothering me as it was the fact that I couldn't get any answers let alone get a hold of anyone for quite sometime. It's difficult to co-ordinate with contractors when you can't even get an idea of what to expect. I was told when the water got shut off that all I needed to do was call an hour in advance and someone would be there to turn it on, so if this could maybe be clarified in the future that would be great. I don't mean to start a dispute or anything or get anyone in trouble. I was pretty worked up at the time and felt I should voice my concern. Everyone has bad days and I realize that, I also realize that emergency situations would take priority and rightfully so. I do not require any further action on this issue, all I ask is that it be remembered in the future and that it be a concern that hopefully leads to better improving the system.

Thank you,
Mathieu Gaudet

On Jan 7, 2014, at 4:42 PM, Schmidt, Trent (US - Public Works) <Trent.Schmidt@Saskatoon.ca> wrote:

> Mr Mathieu Gaudet

>

> The manager in charge of Public Works Customer Service is still looking into matters with regards to the rude and disrespectful treatment you indicated you received below as well as the call volume they experienced that day. You will be contacted later with regards to these concerns.

>
> The Water and Sewer Section of Public Works does have staff that work from 7:00am to 3:34pm, 7:30am to 4:04pm and 3:00pm to 11:34pm that deal with water turn ons and turn offs as well as emergency water and sewer calls. Additionally we have staff that are on standby each night from 11:30pm to 7:30am for emergencies to give us 24/7 coverage. The emergency situations typically involve the prevention of physical damage to property and take priority over turning the water back on.

>
> The afternoon and evening you had called the Public Works Customer Service line all Water Operations and Connection Operations staff on the various shifts were actively engaged in shutting down and dealing with multiple emergency calls. Once they were dealt with we were able to have staff finally dispatched to your residence at 8:17pm with the water turned on at 8:33pm. The 5 hour delay isn't typically the norm but there are occasions were this does happen with January 3rd being one of them.

>
> Please let me know if you have any further questions or concerns in regards to the time it took for Water & Sewer staff to be dispatched to your residence

>
> Trent Schmidt, P.Eng.
> Water & Sewer Manager
> 306.975.8897

>
> -----Original Message-----
> From: CityCouncilWebForm [mailto:CityCouncilWebForm]
> Sent: January 03, 2014 6:12 PM
> To: City Council
> Subject: Write a Letter to City Council File CK 7780-1

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

>
> FROM:
>
> Mathieu Gaudet
> 10 Henigman Pl
> Saskatoon, Saskatchewan
> S7M 4L8

>
> EMAIL ADDRESS:
>
> mgaudet7@hotmail.com

>
> COMMENTS:

>
> Hi,
> I have recently encountered an issue with my utility services that has been very frustrating and see it fit to voice my concern.

>
> Recently I have been undergoing a repair to my main water valve in my home. In order to do so I have to get the City to shut off the water to my home before I can get a plumber to come in to repair it. I called the Public Works line at 306-975-2476 at approx 10:00am to arrange for a crew to shut off my water before 1:00pm, which is when my plumber was showing up. My water was shut off at approx 11:45am and all was well. I was told by the crew that all I had to do was call an hour before I needed my water back on.

>
> My plumber completed his work at approx 3:00pm and so I called Public Works back to arrange to get the water turned on again. This time the person who I was speaking too was rude and told me that their crews only work until 3:30pm and that they would have no idea when I could

get my water turned back on. I asked if they had any idea when and the person sounded flustered and told me they would call me back. Two and half hours later I called the number again but this time received a busy signal. I continued to try calling this number for the next hour and a half sometimes being on hold for 20 minutes without anyone answering. Finally the same person who responded last time answered and sounded annoyed and rude and told me there was only one crew on and that they were busy and that they would have no idea when I could get my water turned back on and that they would call me back. I continued to voice my concern in a respectful manner to see if they could get someone else to come turn it on seeing as it only take a minute but the person eventually got angry and hung up on me.

>

> Meanwhile I am writing this as I wait for a call that I have no clue when and if will happen and can not use water in my home. I realize that at times city crews can be busy with emergencies but I find it frustrating that crews would end their day at 3:30 without proper coverage after that when most contractors work until approx 5:00pm. Not being able to get through to someone on the phone is very frustrating and I was treated disrespectfully. Not once was I told that the crews shut down at 3:30 and then after that I would be screwed. All I was told was that I needed to give an hours notice, which I did. I followed everything I was supposed to and my plumber finished his work at a reasonable time. I am a 25 year old single male living in my first home and now I can't cook, shower or use my toilet because no one with the city can come turn a wrench after 3:30pm. And I have to sit at home and wait for who knows how long for a phone call.

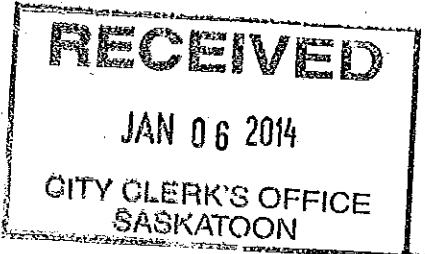
>

> As a paying customer this service is unacceptable and makes me wish I had other choices with whom I can hire for my utilities.

>

2000-1 (5)

From: CityCouncilWebForm
Sent: January 05, 2014 6:46 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Darcy Shiels
1504 Victoria avenue
Saskatoon, Saskatchewan
S7H1Z3

EMAIL ADDRESS:

bubbalutz@gmail.com

COMMENTS:

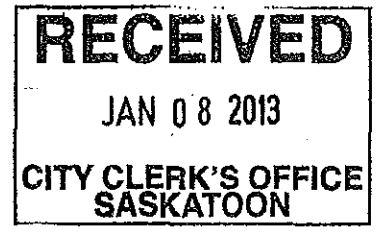
To whom it may concern,

When areas of the city lose power when it is -45 there is no excuse for not communicating through social media the status and timeline for repairs. The city has a responsibility to communicate with its citizens.

Thanks

270-1
(6)

From: CityCouncilWebForm
Sent: Tuesday, January 07, 2014 5:23 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Paul C. Hamilton
1037 13th St E
Saaskatoon, Saskatchewan
S7H 0B8

EMAIL ADDRESS:

hampaul.1@gmail.com

COMMENTS:

When the untoward happens such as last weekend's SaskPower blackout, there is little point to putting information on the City's web page for those in the blackout zone: web pages are useless if computers are without electricity.

Up-to-date emergency information should be made available in three ways simultaneously: CBC 1 FM can provide up-to-date information to all who have battery operated radios; those without at least a small battery powered receiver should be encouraged to purchase same as part of their home emergency equipment.

In addition, there should be an easy-to-find City emergency telephone number reachable simultaneously by all citizens, who may listen to a tape loop with the latest information.

Lastly, an updated emergency City web page would be appropriate if power is available in all parts of Saskatoon.

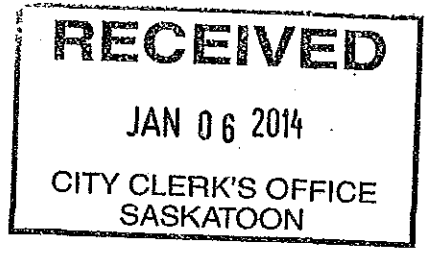
Thank you for your time in considering these suggestions to make Saskatoon a safer place to live in even when an all-out emergency occurs.

Sincerely,

Paul C. Hamilton

6290-1) C7)

From: CityCouncilWebForm
Sent: January 06, 2014 2:53 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Glenda Sewell
1514 Konihowski
Saskatoon, Saskatchewan
S7S 1M3

EMAIL ADDRESS:

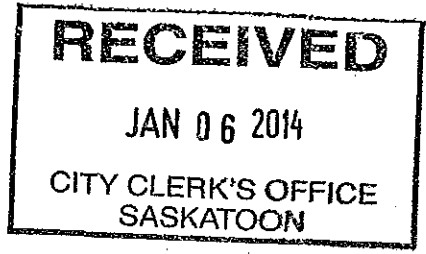
g.sewell@sasktel.net

COMMENTS:

I wish to ask to have snow removed from school zones in the city. This is very dangerous to allow 4 foot banks of snow on each side of the road in a school zone. Crews should not be allowed to pile snow in a school zone. Kids have to climb over the banks to get into vehicles or onto sidewalks. Someone is going to get killed! Plus with the parking that happens in front of a school there is only room for single lane traffic at the end of the school day. School buses have had to back up to make room for cars to get past. This really is a danger and needs to get addressed.

156-8)

From: CityCouncilWebForm
Sent: January 06, 2014 2:05 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Krista Hondros
411 Quance Ave
Saskatoon, Saskatchewan
S7H3B5

EMAIL ADDRESS:

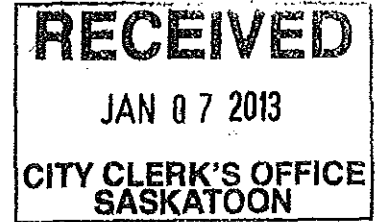
khondros@sasktel.net

COMMENTS:

Hi I am concerned about the students welfare at Greystone heights school the grater has come twice now this winter down main street but has not taken any of the snow away, only where the bus goes and we have no place to drop off or park our cars, parents are letting the kids out in the middle of the street it is very congested and visibility is poor. Also I am very disappointed in the city's decision about the gallery, I didn't think we had an excess of money to cover the amount extra to run it. It certainly is not going to bring any money in. My daughter plays ringette and we cannot get out of town teams to come here to our old rundown rinks at least a new complex would bring people into the city and it would pay for itself. First the gallery and then talk of heated sidewalks downtown really doesn't generate confidence in the decisions being made. The projects that we are spending money on are projects we could only do if everything of importance is done or we have an excess of money. Do we have an excess of money? Thank you

6290-1
C9)

From: CityCouncilWebForm
Sent: Tuesday, January 07, 2014 9:40 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Diane Reaser
207 Waters Lane
Saskatoon, Saskatchewan
S7W 0A5

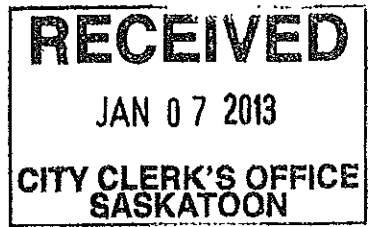
EMAIL ADDRESS:

Dianereaser@gmail.com

COMMENTS:

While I understand snow removal is costly the snow piled up in school zones is extremely dangerous. This needs to be removed ASAP, this is putting our children's lives at risk. My children attend Mother Teresa School in Silverspring and the snow piles on the side of the road make it impossible to safely drop and pick up my children.

From: CityCouncilWebForm
Sent: Tuesday, January 07, 2014 1:12 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Debbie Frost
3153 Milton Street
Saskatoon, SK, Saskatchewan
s71414

EMAIL ADDRESS:

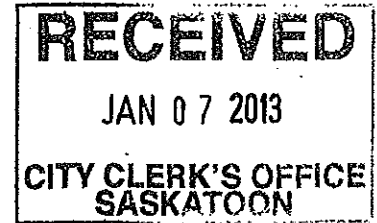
sask.napo.rep@gmail.com

COMMENTS:

Attention City Council Members: I am writing in regards to the corner of Confederation Drive and Milton Street, I have lived on Milton Street for 21 years, and year after year I am having to call into the city and complain about the snow being piled up on the meridian on Confederation drive. Other neighbours have also called in about this for years, It is very dangerous the way that snow is piled up and you are putting Saskatoon drivers at risk, Sitting on Milton wanting to turn left onto Confederation takes forever because you cannot see the vehicles coming down Confederation Drive, so you sit and sit to ensure not only you but the drivers on confed are safe, I have requested year after year for street lights to be put up at that corner, its getting frustrating that I have to call in on a yearly basis. Is the city going to wait until the winter there is a huge accident and people are killed before doing anything about this. Does the city want to take a chance on being sued because someone got hurt and you have been aware of this problem for years. When are you going to put street lights up on this corner, I am making it my mission to call in on a daily basis for the rest of the winter until this issue is addressed, I will also be encouraging my neighbours to do the same. I am so disappointed in the City because this has not been addressed, I am aware that the city councillor for my area has also brought this issue forward but I am told it will be another three years, In that three years someone could be dead, I guess if you don't live in the area its hard to understand but the city has had money for many other things so why not lights at this corner which will solve the problem and will not put our lives at risk. I would love to address this personally to City Council but due to my work schedule I am unable to. I really hope the City will do something about this right away. before and I will emphasis again someone gets hurt. Thank You, From a very concerned citizen who is very frustrated.

6290-1
CII

From: CityCouncilWebForm
Sent: Tuesday, January 07, 2014 8:13 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Julian Blow
7304 228 Fairmont drive
Saskatoon, Saskatchewan
S7M 5E3

EMAIL ADDRESS:

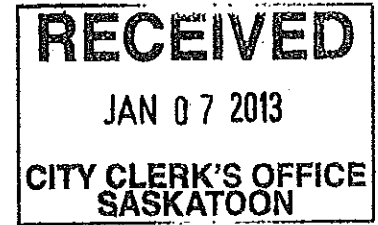
deathhaze420@gmail.com

COMMENTS:

Well, on the radio I heard that the council made a plan that after a snowstorm they will clear the "ramps" piling up against the jersey wall on bridges. I heard no mention of the rest of the freeway. So, is the rest of the freeway part of the ramp removal? If not I advise taking a drive around the freeway and checking out the snow for yourself. These are the conditions it took for someone to launch their car off a bridge. Do we need another car to go airborne (into oncoming traffic) and injure or potentially kill someone to get that snow removed too? Or can common sense prevail?

Driving around this city I sometimes wonder if the city council and mayor even use the roads.

From: CityCouncilWebForm
Sent: Tuesday, January 07, 2014 8:23 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Arnold Reimer
701 45th st west
Saskatoon, Saskatchewan
S7L5W5

EMAIL ADDRESS:

arnold.reimer@nufab.com

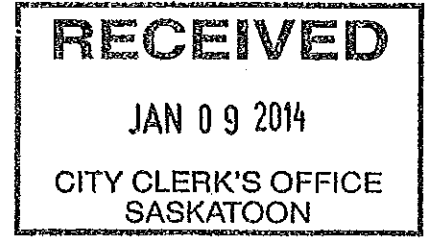
COMMENTS:

Marquis and Idylwyld new intersection: timing allows 5 vehicles through. Our delivery trucks wait 10-20 minutes at one light depending on the time of day. i am extremely concerned that these lights are installed and no follow-up occurs. Traffic at 5:00 is backed up past 51st, almost to Cirle. Traffic in the morning is backed up to Ritchie Brothers. Can you not time these lights correctly? Intersections in this area of the City need attention.

Thank You

6290 (13)

From: CityCouncilWebForm
Sent: January 09, 2014 3:03 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Sandy White
1156 Whiteswan Drive
Saskatoon, Saskatchewan
S7K 2J5

EMAIL ADDRESS:

buttsniffers666@hotmail.com

COMMENTS:

"Clearing, sanding, salting and removal of snow this year has been successful at keeping City roads in good winter driving condition this season. The City's winter operations are running continuously and methods are adjusted as required in response to weather conditions. For example, the extended extreme cold period required more frequent sanding and maintenance to address the icy conditions, so extra sanding crews are deployed on these days."

This public service announcement is a complete fallacy. Before releasing this, you should consult with your Solicitor's office to find out how much it is going to cost the City of Saskatoon after all the ice incidents or the one near fatality on the Circle Drive Bridge due to the City's lack of response for properly cleaning of roadways. The police department has deemed that it was the City's fault, and it was inferred this a.m. on 102 FM that she would be seeking damages.

It is horrific that the average homeowner has to wait until the ruts are 6 inches deep and cars are getting hung up before the City might have time to come out and plow their roadway just so that they can get into their own driveway or onto their street. Have you ever tried to call that line? Good luck. Last year - 3 weeks of waiting for a City grader...and then they pushed it up onto the front of my driveway. Isn't that side blade to prevent that? Another department came out and ticketed the City for blocking my driveway/sidewalk. Seriously?

It's a new assessment year, more taxes have been implemented, parking rates have gone up and the City is getting the revenue off of the red light camera tickets for all the people who have been sliding through the intersections. Looks like a win-win for your budget year. I don't really care about financing the new construct of the North Commuter Bridge or even the replacement of the old Victoria Bridge. It all doesn't matter if I can't get around the 95% other areas of the city safely to use them for 6 months (or better) of winter.

The City of Saskatoon should be held fiscally, morally, and conscientiously accountable for the residents of this City. To have graders go to one location and pass by much needed areas with their

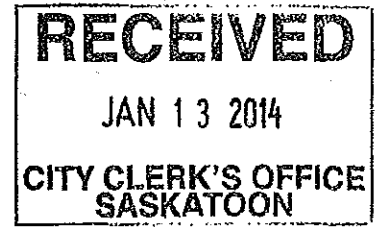
blades up is not any of those. He/She is still being paid by the hour, they don't have to worry about getting stuck or being in an accident and they get to finish earlier. That is their job - to get rid of the snow/ice build up for us the residents to go about safely getting to work, going grocery shopping or getting to the hospitals.

I have heard that the Roadways and Public Works departments has had it's management changed...it had better be an effective change and worth the expenditure this kind of movement takes, as it is making it harder and harder to live in Saskatoon in the winters because even its buses can't climb the little hills because of the lack of maintenance by Roadways and the Public Works departments.

I would like the roadway snow policies revamped completely. It needs to reflect what Stew Uzelman used to believe in..."Every street had better look like a City worker lives on that street" clean. And with the amount of revenue that the City is generating...that should be possible.

1550-2
C14

From: CityCouncilWebForm
Sent: Saturday, January 11, 2014 1:12 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Darrel Norman
250 Laycoe Crescent
SASKATOON, Saskatchewan
S7S 1H5

EMAIL ADDRESS:

vetteman@sasktel.net

COMMENTS:

To Whom it may Concern

I was just going over my utility billings from 2013. I noticed that there was only one actual reading done at my home on April of 2013 and 11 months of estimates.

I have encountered the same over sightedness problem at one of my rental properties in a different area of the city as well. This has put extreme hardship on my tenants at that location when the actual read was done.

When an actual read is done after a year and it is realized how poorly the estimating has been done the person whose name is on the utility bill gets a really large bill which cannot be budgeted for. Why isn't the city reading the meters on a more regular basis?

In the past it has been done quarterly or every 3 months which the provincial utilities are and have always done.

This problem needs an immediate fix!!!

Regards

Darrel Norman

150-1
CIS)

From: CityCouncilWebForm
Sent: Friday, January 10, 2014 4:13 PM
To: City Council
Subject: Write a Letter to City Council

RECEIVED
JAN 13 2014
CITY CLERK'S OFFICE
SASKATOON

TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Vince Martin
714 McPherson Ave
Saskatoon, Saskatchewan
S7N 0X8

EMAIL ADDRESS:

vincemartin@shaw.ca

COMMENTS:

Good day:

I just want to pass out a couple of big compliments to the city.

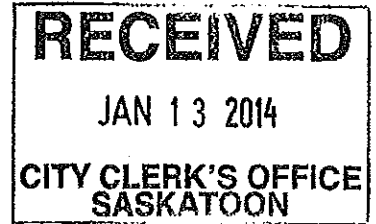
First goes to the police services who recently contacted me about some property of mine that was found in my area by a passer by (thanks to them as well). The items were actually taken out of my trash bin, but the fact that someone would turn them in to the police and the police would take the time to call really made my day. Its things like this that make living in Saskatoon a great place.

My second compliment goes to Charlie Clark, my city councilor. For a very long time I had concerns about safety on my street as McPherson hill makes a great running challenge for the fitness minded, it also can be tricky to navigate with winters snow and ice. Over the past few years I have noticed a marked improvement in snow clearing and sanding. Thanks Charlie for listening to the constituents and keeping up the roads in the area. This compliment also extends to the fine folks who maintain our roads

Well that is my two cents worth ... I hope these comments make it back to the good people who deserve a pat on the pat ... Keep up the good work.

6290-1
C(16)

From: CityCouncilWebForm
Sent: Saturday, January 11, 2014 9:20 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

walter leis
927 Belmont Pl
Saskatoon, Saskatchewan
s7k iv7

EMAIL ADDRESS:

wally_leis@cameco.com

COMMENTS:

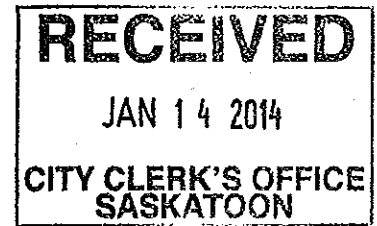
Just a short note to point out that aain this year in the process of grading off the median on 8th street, they managed to mow down 4 established trees between McKercher and Boychuk (a kill rate of close to 15%). Last year 3 were knocked down by graders; at this rate it will not take long for almost all of these trees to be knocked down (and we all know how long it takes to get a tree established here). Is there any reason why the grader operators can not allow a 1 foot buffer on either side of the trees (if you take a look they do try to get within inches of the tree trunk).

Sincerely,

Wally Leis

7780-1
C17

From: CityCouncilWebForm
Sent: Monday, January 13, 2014 7:36 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

brian vangool
4191 middelton rd
grasswood, Saskatchewan
s7t1a9

EMAIL ADDRESS:

bv2258@gmail.com

COMMENTS:

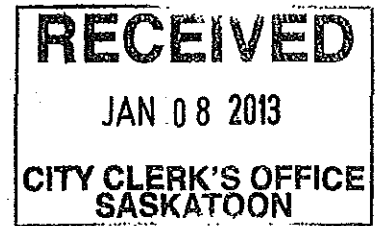
In a property that I have recently purchased at 429 avenue d south it has a temporary water supplied by the neighboring property I found out after the purchase this has occurred for quite a few winters I believe the city should look after this by what ever means necessary to correct this problem in a timely manner I would like someone to contact me ASAP the tenant in the property to sustain peaceful enjoyment of the property if you must replace the water and sewer lines you should

Brian Vangool
3067168085

this is a letter i have written in the winter of 2013 but to date i have not recieved a response i was notified this morning it has frozen again this is a reoccurring problem i notified infrastructure services this morning they still have not shown up the lady living at the property has lived there in excess of 15 years

205-5
DI

From: CityCouncilWebForm
Sent: Tuesday, January 07, 2014 7:44 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Amanda Titman
279 3rd Ave North
Saskatoon, Saskatchewan
S7K 0H8

EMAIL ADDRESS:

titmana@hsf.sk.ca

COMMENTS:

February is recognized as Heart Month in Canada and every year the Heart and Stroke Foundation celebrates this occasion by holding its Person-to-Person Campaign. During this month, we rely on the dedication of thousands of volunteers who selflessly give their time by canvassing their neighbourhood to collect donations to help us create more survivors of heart disease and stroke. The Saskatchewan office of the Heart and Stroke Foundation respectfully requests that you join the thousands rallying to prevent heart disease and stroke by proclaiming February 2014 as Heart Month in the city of Saskatoon.

The Heart and Stroke Foundation helps create survivors by funding vital, life-giving scientific research and medical advances, promoting healthy living, education and social change. Nearly 1,500 hospital and university-based researchers depend on us year after year nationally, including researchers right here in Saskatchewan. Over the past 60 years, thanks to the work of the Foundation and partners like you, the death rate from heart disease and stroke in Canada has declined by more than 75 per cent. Today, 1.6 million people live with their effects, including the 165,000 survivors created in the last year alone.

We hope you will join us in our Heart Month celebration by proclaiming February as Heart Month. I would be grateful to receive notification of its approval.

If I may provide any additional information or a sample proclamation, please contact me at your convenience. I can be reached at 306-361-3253 or by email at titmana@hsf.sk.ca.

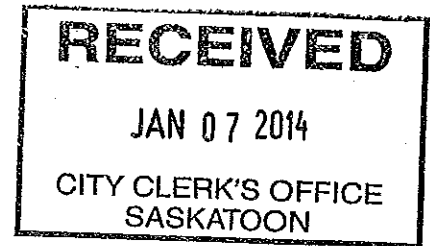
Together, we can create more survivors.

Sincerely,

Amanda Titman
CampaignCoordinator
Person-to-Person Campaign

205-5

B2)



January 7, 2014

His Worship the Mayor and
Members of City Council
City Hall
222 3rd Avenue North
Saskatoon SK S7K 0J5

Dear Mayor Atchison,

Re: January is Crime Stoppers Month

The idea of Crime Stoppers month was officially adopted at the annual Crime Stoppers International conference in Edmonton in September of 1986. Since then, programs around the world have been encouraged to mark January as Crime Stoppers Month.

Since inception, Saskatoon Crime Stoppers has received more than 24,000 tips leading to the recovery of over \$9 million in stolen property and drugs. With 4,125 cases cleared and 2,006 arrests, Crime Stoppers is making Saskatoon a safer place to live.

To celebrate, we respectfully ask His Worship and members of City Council to declare January as Crime Stoppers month in an effort to unite the community, law enforcement, and local media in helping to continue solve crimes.

Sincerely,

Cst. Bill Bergeron
Police Coordinator
Saskatoon Crime Stoppers

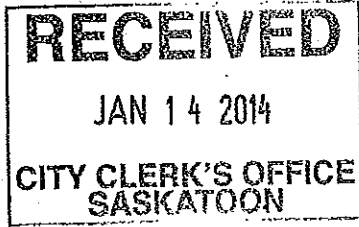
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205-5
D3)



Saskatchewan Organization for Heritage Languages

2144 Cornwall Street, Regina, Saskatchewan S4P 2K7
Tel: (306) 780-9275 Fax: (306) 780-9407 Email: sohl@sasktel.net www.heritagelanguages.sk.ca



January 9, 2014

His Worship Donald J. Atchison
Office of the Mayor
222 Third Avenue North
Saskatoon, SK S7K 0J5

Dear Mayor Atchison:

On behalf of the Saskatchewan Organization for Heritage Languages Inc. (SOHL), please accept this request to proclaim the week of February 17th to 23rd, 2014 as 'International Heritage Language Week' in Saskatoon, Saskatchewan. February 21st was proclaimed 'International Mother Language Day' by the General Conference of the United Nations Educational, Scientific, and Cultural Organization (UNESCO) in November 1999. Since then, this significant day has been celebrated all over the world to promote linguistic and cultural diversity. SOHL, in conjunction with the Saskatchewan Intercultural Association (SIA), will be sponsoring a multicultural Choral Concert in Saskatoon to mark this special occasion.

Languages are the most powerful instruments of preserving and developing our tangible and intangible heritage. Irina Bokova, UNESCO Director General, eloquently stated: "Multilingualism is a source of strength and opportunity for humanity. It embodies our cultural diversity and encourages the exchange of views, the renewal of ideas and the broadening of our capacity to imagine".

The Saskatchewan Organization for Heritage Languages Inc. is a provincial cultural organization dedicated to preserving and promoting the languages in our province. SOHL supports over 80 community-based heritage language schools in Saskatchewan by funding their language programs, providing training for language teachers, and promoting the benefits of language education.

On behalf of SOHL, we thank you for your consideration, and hope that you will recognize February 17th to 23rd, 2014 as International Heritage Language Week. Please do not hesitate to contact the SOHL office at (306) 780-9275 if you require any further information.

Sincerely,

Tamara Ruzic
SOHL Executive Director

Supported By



205-5
D4)



CHILDREN'S
HOSPITAL
FOUNDATION
of Saskatchewan

RECEIVED
JAN 14 2014
CITY CLERK'S OFFICE
SASKATOON

January 10, 2014

His Worship Don Atchison
Mayor, City of Saskatoon
222 - 3rd Avenue North
Saskatoon, Saskatchewan
S7K 0J5

Dear Mayor Atchison:

As you are likely aware, the City of Saskatoon has a very special occasion coming up in 2014. Construction on the new Children's Hospital of Saskatchewan is nearly upon us, with **ground-breaking scheduled for Spring 2014.**

With this exciting milestone only months away, this year's 12th Annual Children's Hospital Radiothon will be both a celebration as well as a time when community members are ramping up their efforts to help raise the funds needed to equip this state-of-the-art facility. With this in mind, we would like to request that the City of Saskatoon formally proclaim February 2-8, 2014 as **Children's Hospital Radiothon Week.**

The Children's Hospital Radiothon is one of the signature events for the Children's Hospital Foundation of Saskatchewan, raising over \$505,000 in 2013. By making a proclamation, we hope to build upon the success we've had with this annual event. By partnering with you and city council, we will be able to highlight the importance of children's health issues across the province and raise the profile of Saskatchewan people making a difference.

I sincerely hope that you will join us during Children's Hospital Radiothon Week to help us celebrate in the excitement as we continue to raise funds to help care for Saskatchewan kids and their families. Please do not hesitate to call our office at (306) 931-4887 if you require any further information. Thank-you very much for your consideration.

Sincerely,

Lynn Redl-Huntington
Special Events Manager
Children's Hospital Foundation of Saskatchewan