

## **ORDER OF BUSINESS**

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

**MONDAY, MARCH 12, 2012 AT 6:00 P.M.**

1. **Approval of Minutes** of meeting of City Council held on February 12, 2012.

2. **Public Acknowledgements**

3. **Hearings (6:00 p.m.)**

a) **Discretionary Use Application**

**Education Institution**

**55 – 33<sup>rd</sup> Street East – Central Business District**

**Applicant: David Hutton (Stantec) on behalf of**

**Saskatchewan Institute of Applied Science and Technology**

**(File No. CK. 4355-012-3)**

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

The City Planner has advised the notification posters have been placed on site and that letters have been sent to all adjacent landowners within 150 metres of the site.

Attached is a copy of the following material:

- Report of the General Manager, Community Services Department dated January 23, 2012, recommending that the application submitted by David Hutton, on behalf of the Saskatchewan Institute of Applied Science and Technology (SIAST), requesting permission to operate an educational institution at 55 33<sup>rd</sup> Street East, be approved subject to the following conditions:
  - 1) that the applicant obtaining a Development Permit and all other relevant permits and licenses (such as Building and Plumbing Permits); and
  - 2) that the final plans submitted being substantially in accordance with the plans submitted in support of this Discretionary Use Application; and
- Letter dated March 1, 2012 from the Secretary of the Municipal Planning Commission advising the Commission supports the above-noted recommendation.

**b) Proposed Amendment to the Official Community Plan – Phase II to Phase I  
3130 – 11<sup>th</sup> Street West – RM4 Zoning District  
Montgomery Place Neighbourhood  
Applicant: North Ridge Development Corp.  
Proposed Bylaw No. 9007  
(File No. CK. 4351-012-2)**

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The purpose of this hearing is to consider proposed Bylaw No. 9007.

Attached is a copy of the following material:

- Proposed Bylaw No. 9007;
- Report of the General Manager, Community Services Department dated February 13, 2012, recommending that the proposal to amend the Official Community Plan Bylaw No. 8769 phasing designation of Parcel F and MR4, plan to be registered (Currently portion of Parcel C, Registered Plan No. 101428657, ISC Surface Parcel No. 153886225) (3130 11th Street West) from Phase II to Phase I be approved;
- Letter dated March 1, 2012, from the Secretary of the Municipal Planning Commission advising that the Commission supports the above-noted recommendation;
- Notice that appeared in the local press on Saturday, February 25, 2012; and
- Letters from the following:
  - Leslee Newman, dated February 22, 2012, submitting comments;
  - Susan Peters, dated March 2, 2012, submitting comments;
  - Terry Peters, dated March 2, 2012, submitting comments;
  - Dale Kelly, dated March 4, 2012, submitting comments;
  - David Prokopchuk, dated March 5, 2012, requesting to speak;
  - Julia Schaffel, dated March 1, 2012, submitting comments;
  - Ann March and Frank Schaffel, dated March 4, 2012, submitting comments; and
  - Rod and Lorena Goertzen, dated March 6, 2012, submitting comments.

**4. Matters Requiring Public Notice**

**a) Intent to Borrow**  
**(File Nos. CK. 1750-1, 1702-1, CS. 1702-1 and 1750-1)**

The following is a report of the General Manager, Infrastructure Services dated February 15, 2012:

**“RECOMMENDATION:** that City Council authorize the planned borrowing to finance the following projects approved, in principle, through Capital Budgets and capital plans:

- a) up to \$6,000,000 for the Wastewater Odour Abatement System (Capital Project 1234);
- b) an additional \$397,000 (up to \$450,000) for the Wastewater Lift Station Upgrades (Capital Project 1243);
- c) up to \$7,500,000 for the Wastewater Energy Recovery Project (Capital Project 1247);
- d) up to \$9,000,000 for the Water Treatment Plant Enhanced Disinfection System (Capital Project 2195);
- e) an additional \$1,000,000 (up to \$24,220,000) for the Water Treatment Plant – reservoir capacity expansion throughout the distribution system (Capital Project 2198);
- f) an additional \$4,300,000 (up to \$7,000,000) for the design and expansion of the Wastewater Treatment Plant – Operations Facility Upgrade (Capital Project 2212);
- g) up to \$2,600,000 for the Wastewater Liquid Waste Haulers Station Project (Capital Project 2224);
- h) up to \$1,200,000 for the Landfill Gas Energy Project (Capital Project 2305); and

- i) an allowable 10% variance on the borrowing requirements for each project identified. Any variance greater than 10% of the borrowing amount identified must be reported to City Council.

## **REPORT**

*The Cities Act* and City Council Bylaw 8171 require that City Council give Public Notice before borrowing money, lending money, or guaranteeing the repayment of a loan.

### **Capital Budget Borrowing**

The noted projects under the recommendation are included in the 2012 Capital Budget. Through its Capital Budget deliberations, City Council has authorized these projects to proceed, subject to a Public Notice Hearing for borrowing. While some expenditures may have already been incurred, no borrowing has been undertaken pending this Public Hearing. It should also be noted that while authorization is being requested for the full borrowing requirements for all of these projects, actual borrowing will occur based on cash flow requirements and/or prevailing market conditions. Debt repayment on all of these capital projects is supported by water and wastewater utility rates, or in the case of the Landfill Gas Energy Project, through incremental revenues.

## **OPTIONS**

The alternative option is not to proceed with the construction of the various capital projects noted above, or to finance these projects without borrowing.

## **POLICY IMPLICATIONS**

City Council should be aware that the Administration will follow its existing practice with respect to borrowing. Once an Administrative decision has been made to borrow, City Council will be requested to authorize the General Manager, Corporate Services, to effect that borrowing within specified ranges (interest rates, for example). Once a borrowing has occurred, the Administration will draft and present a borrowing bylaw, with all of the relevant data related to the transaction, for City Council's approval.

City Council is also asked to allow a 10% variance on the borrowing requirements for each project identified. Any variance greater than 10% of the borrowing amount identified must be reported to City Council.

### **FINANCIAL IMPLICATIONS**

The requested borrowing identified through the recommendation is being proposed within the capital budget plan with debt repayment covered through mill rate funding that is in place, or through water and wastewater utility rates.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental and/or greenhouse gas implications.

### **PUBLIC NOTICE**

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

- Advertised in the Saskatoon *StarPhoenix* on Saturday, March 3, 2012.
- Posted on City Hall Notice Board on Friday, March 2, 2012.
- Posted on City Website on Friday, March 2, 2012.

### **ATTACHMENT**

1. Photocopy of Public Notice.
  
  - b) **Proposed Closure of Right-of-Way  
East-West Lane Adjacent to 1905 and 1909 Avenue B North and  
1902 and 1910 Avenue C North  
(File No. CK. 6295-012-3)**
- 

The following is a report of the General Manager, Infrastructure Services Department dated March 5, 2012:

- “RECOMMENDATION:**
- 1) that City Council consider Bylaw 9009;
  - 2) that upon closing the portion of lane right-of-way, as described in Plan 240-0030-006, it be sold to Sheldon Janzen and Wayne Hunter of Janter Holdings, 1905 Avenue B North for \$5,019.80, plus G.S.T.; and to Calvin Thoen of Thoen’s Service Ltd., 1910 Avenue C North, for \$4,579.19, plus G.S.T.; and

- 3) that all costs associated with this closure be paid by the applicants.

### **REPORT**

An application has been received from Sheldon Janzen and Wayne Hunter of Janter Holdings and Calvin Thoen of Thoen's Services Ltd., to close and purchase a portion of the lane right-of-way as shown on the attached Plan 240-0030-006 (Attachment 1). Sheldon Janzen, Wayne Hunter and Calvin Thoen, the current owners of the adjacent properties, would like to purchase and consolidate the portion of the lane right-of-way to enlarge their properties.

The right-of-way in question is not currently used by the public. All agencies have no objections or easement requirements with respect to the closure.

### **PUBLIC NOTICE**

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

- Advertised in the StarPhoenix on the weekend of March 3, 2012;
- Posted on the City Hall Notice Board on Thursday, March 1, 2012;
- Posted on the City of Saskatoon website on Thursday, March 1, 2012; and
- Flyers distributed to affected parties on Thursday, March 1, 2012.

### **ATTACHMENTS**

1. Plan 240-0030-006;
2. Proposed Bylaw 9009; and
3. Copy of Public Notice."

c) **Proposed Closure of Right-of-Way  
Adjacent to 2810 and 2814 21<sup>st</sup> Street West  
(File No. CK. 6295-9-6)**

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The following is a report of the General Manager, Infrastructure Services Department dated March 6, 2012:

- RECOMMENDATION:** 1) that City Council consider Bylaw 9010;

- 2) that upon closing the right-of-way, as described in Plan 240-0016-007r002, it be sold to Robert and Victoria Roy for \$2,368, plus G.S.T.; and that Area 'A' be consolidated with 2810 21<sup>st</sup> Street West, and Area 'B' be consolidated with 2814 21<sup>st</sup> Street West;
- 3) that the City Solicitor be requested to prepare an Easement Agreement with Robert and Victoria Roy to ensure that lot grades are maintained, as directed by the Infrastructure Services Department; and
- 4) that all costs associated with the closure be paid by the applicants, including Solicitors' fees and disbursements; and

## **REPORT**

Infrastructure Services has received a request from Robert and Victoria Roy to close the lane right-of-way adjacent to 2810 and 2814 21<sup>st</sup> Street West, as shown on Plan 240-0016-007r002 (Attachment 1).

Saskatoon Light & Power, SaskTel, Shaw Cablesystems and SaskEnergy require easements.

Currently, the lane drains south to 21<sup>st</sup> Street. Therefore, any future development of this property must continue to drain to 21<sup>st</sup> Street and not towards the adjacent properties. The Administration is, therefore, recommending that the City Solicitor be requested to prepare an Easement Agreement, to ensure that lot grades are maintained, as directed by the Infrastructure Services Department.

The owners will also be required to install a full height curb and sidewalk to current City of Saskatoon standards, the cost of which will be the responsibility of Robert and Victoria Roy. An inspection of this work will be required after construction.

According to Plan 240-0016-007r002, Area 'A' will be sold to Robert and Victoria Roy and consolidated with Lot 16, Block 437, Plan 61S02358, also known as 2810 21<sup>st</sup> Street West, and Area 'B' will be consolidated with Lot 15, Block 437, Plan 61S02358, also known as 2418 21<sup>st</sup> Street West, owned by Tony Vukelic. The consolidation and transfer of land titles for both Area 'A' and 'B'; will be paid for by Robert and Victoria Roy for \$2,368, plus G.S.T.

### **PUBLIC NOTICE**

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

- Advertised in the StarPhoenix on the weekend of March 3, 2012;
- Posted on the City Hall Notice Board on Thursday, March 1, 2012;
- Posted on the City of Saskatoon website on Thursday, March 1, 2012; and
- Flyers distributed to affected parties on Thursday, March 1, 2012.

### **ATTACHMENTS**

1. Plan 240-0016-007r002;
2. Proposed Bylaw 9010; and
3. Copy of Public Notice.”

## **5. Unfinished Business**

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

- a) Administrative Report No. 4-2012;
- b) Report No. 4-2012 of the Planning and Operations Committee;
- c) Report No. 2-2012 of the Administration and Finance Committee;
- d) Report No. 1-2012 of the Naming Advisory Committee; and
- e) Report No. 4-2012 of the Executive Committee.

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



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

**9. Question and Answer Period**

**10. Matters of Particular Interest**

**11. Enquiries**

**12. Motions**

**13. Giving Notice**

**14. Introduction and Consideration of Bylaws**

Bylaw No. 9007 - The Official Community Plan Amendment Bylaw, 2012 (No. 2)

Bylaw No. 9009 - The Street Closing Bylaw, 2012 (No. 2)

Bylaw No. 9010 - The Street Closing Bylaw, 2012 (No. 3)

Bylaw No. 9011 - The Adult Services Licensing Bylaw, 2012

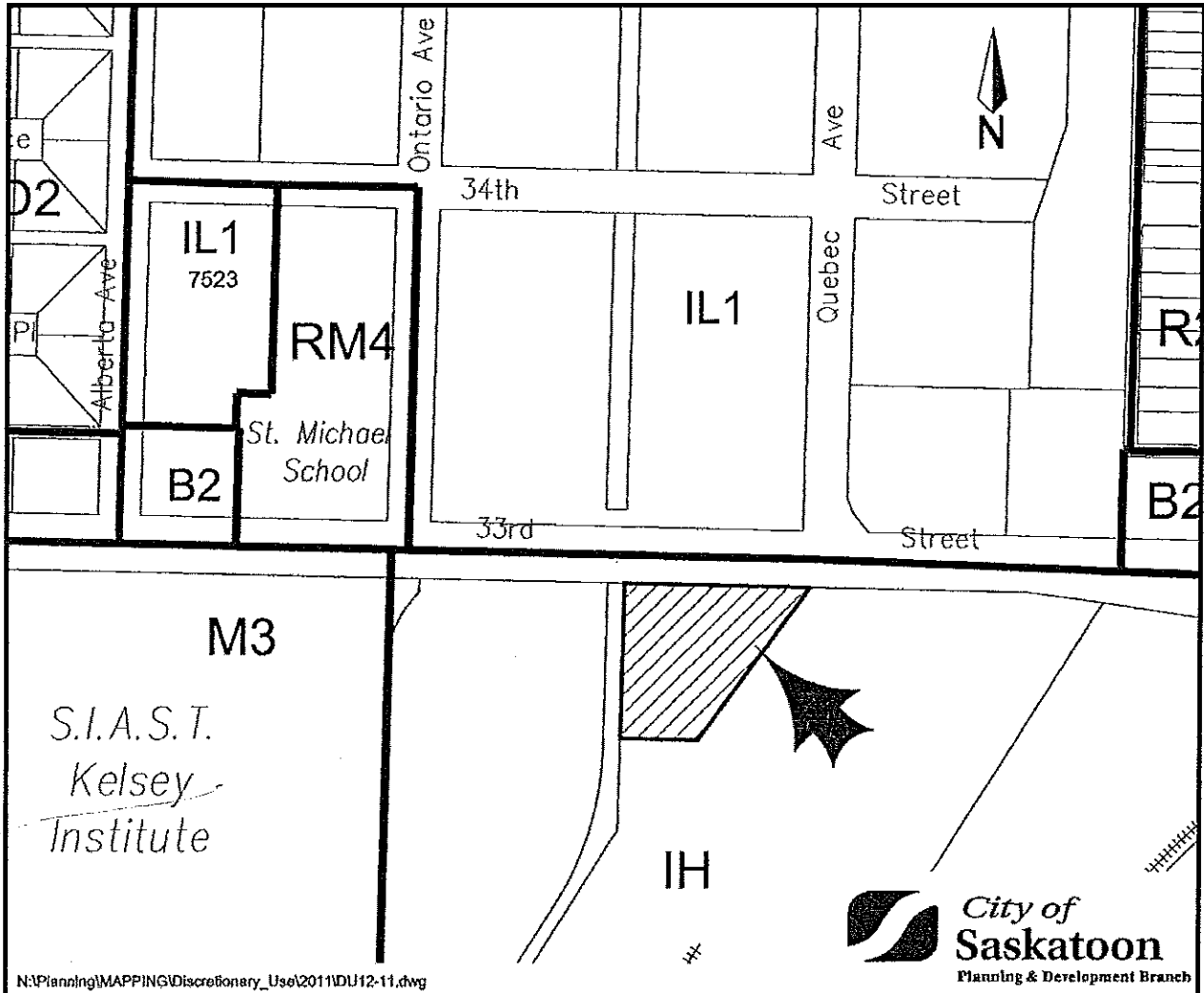
**15. Communications to Council – (Section A - Requests to Speak to Council on new issues)**

4355-012-3  
3a

COMMUNITY SERVICES DEPARTMENT

|  |  |  |
|--|--|--|
| <b>APPLICATION NO.</b><br>D12/11                             | <b>PROPOSAL</b><br>Discretionary Use - Educational Institution<br><div style="border: 2px solid black; padding: 5px; text-align: center;"> <b>RECEIVED</b><br/>         FEB 06 2012<br/>         CITY CLERK'S OFFICE<br/>         SASKATOON       </div> | <b>EXISTING ZONING</b><br>IH   |
| <b>LEGAL DESCRIPTION</b><br>Lot 3, Block 814, Plan 101858586 |  | <b>CIVIC ADDRESS</b><br>55 33 <sup>rd</sup> Street East<br><br><b>NEIGHBOURHOOD</b><br>Central Industrial District                         |
| <b>DATE</b><br>January 23, 2012                              | <b>APPLICANT</b><br>David Hutton (Stantec) on behalf of the Saskatchewan Institute of Applied Science and Technology<br>400 - 119 4 <sup>th</sup> Avenue South<br>Saskatoon SK S7K 5X2   | <b>OWNER</b><br>Saskatchewan Institute of Applied Science and Technology<br>400 - 119 4 <sup>th</sup> Avenue South<br>Saskatoon SK S7K 5X2 |

LOCATION PLAN



**A. COMMUNITY SERVICES DEPARTMENT RECOMMENDATION:**

that a report be forwarded to City Council at the time of the public hearing recommending that the application submitted by David Hutton, on behalf of the Saskatchewan Institute of Applied Science and Technology (SIAST), requesting permission to operate an educational institution at 55 33<sup>rd</sup> Street East, be approved subject to the following conditions:

- 1) that the applicant obtaining a Development Permit and all other relevant permits and licenses (such as Building and Plumbing Permits); and
- 2) that the final plans submitted being substantially in accordance with the plans submitted in support of this Discretionary Use Application.

**B. PROPOSAL**

An application has been submitted by David Hutton, Permit Coordinator for SIAST, requesting City Council's approval to operate an educational institution at 55 33<sup>rd</sup> Street East. This is the former location of the Administration Building for the Saskatchewan Wheat Pool, and more recently used as offices for Dawn Foods.

SIAST is proposing to utilize the building for classrooms, computer labs, and offices for their Mining Engineering Technology Program. This program would accommodate up to 52 students and 6 staff. The future maximum build out of the proposed educational institution would be six classrooms accommodating 156 students.

If the discretionary use is granted, SIAST plans to maintain the exterior of the building and several mature trees on site, while renovating the interior and repairing the roof.

This property is zoned IH District in the Zoning Bylaw No. 8770. Educational Institutions are a discretionary use within this zoning district.

**C. REASON FOR PROPOSAL (BY APPLICANT)**

SIAST has acquired the former Dawn Foods building at 55 33<sup>rd</sup> Street East and intends to make interior alterations in 2012 to create new classrooms and computer labs for its new Mining Engineering Technology Program. Saskatchewan's mining sector is booming with opportunities for well-paid, long-term employment for Saskatchewan youth. The Kelsey Campus does not have sufficient space to accommodate the new mining program, so SIAST purchased this building which can easily be renewed without major investment in bricks and mortar.

The existing two-storey building is served by two exits and is suitable for reclassification to Assembly Occupancy under the National Building Code. Stantec Architecture Ltd. is underway with the design of tenant improvements. Occupancy is intended for the spring of 2012.

The established neighbourhood features a healthy diversity of land use and zoning designations. The parcel is currently zoned IH - Heavy Industrial District, in which vocational schools are permitted only as a discretionary use. SIAST Kelsey Campus is zoned M3 - General Institutional District.

Vocational schools provide an ideal buffer between Institutional and Industrial Districts, occupied by post-secondary students trained to work in industrial jobs. Over the long term, SIAST will expand on a planned basis to better serve its growing student populations from its central campus.

#### D. JUSTIFICATION

##### 1. Community Services Department Comments

###### a) Introduction

An “educational institution” means a post-secondary college, university, or technical institution, but shall not include a private school.

###### b) Official Community Plan Bylaw No. 8769

This area is identified as Heavy Industrial on the Official Community Plan (OCP) Land Use Map. The objective of the Heavy Industrial District is to facilitate industrial development, including manufacturing and processing, that has the potential to create land use conflicts in the normal course of operations.

Public assembly uses are identified within the OCP as permitted at the discretion of City Council in order to minimize land use conflicts with potentially hazardous industrial activities. Your Administration is of the view that the proposal is consistent with the OCP Bylaw No. 8769.

###### c) Roadway Access

Access to the site is available via 33<sup>rd</sup> Street East. In the City of Saskatoon (City) Roadway Classification System, 33<sup>rd</sup> Street East is classified as a Major Arterial - With Access. The existing all-turn access

onto the site will be maintained. The proposed educational institution is not expected to have a significant impact on traffic flows in the area.

d) Parking Requirements

The off-street parking requirement for the development is calculated at a rate of 1.2 spaces per classroom, plus 1 space for every 8 students. The initial proposal of two classrooms and 52 students requires ten parking spaces. Based upon the information submitted by the applicant, 63 parking spaces have been provided.

At maximum build out projected by the applicant, 35 parking spaces would be required. This results in a surplus of 28 spaces.

e) Zoning Bylaw No. 8770 Requirements

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

f) Compatibility with Adjacent Land Uses

The subject site is immediately surrounded by a variety of land uses. These include a flour mill to the east and a manufacturing plant to the west. SIAST's main campus is located at the corner of Idylwyld Drive North and 33<sup>rd</sup> Street East, less than 200 meters west of the subject site.

A variety of retail uses are located directly across 33<sup>rd</sup> Street East. In addition, St. Michael's Elementary School and St. Michael's Parish are located northwest of the subject site.

In consideration of the variety of nearby commercial, industrial, and institutional activity, your Administration anticipates that the proposed educational institution will have no significant impact on the surrounding land use.

g) Neighbourhood Planning Section Comments

The Neighbourhood Planning Section has reviewed the information related to SIAST's Discretionary Use Application for an educational institution to be located at 55 33<sup>rd</sup> Street East and has no objections.

The proposed use of this property makes sense given its close proximity to SIAST's main campus. Further, the diverse mix of land uses present in

the 33<sup>rd</sup> Street East area already includes educational institutions, such as another remote SIAST location at 34<sup>th</sup> Street and Ontario Avenue.

The adaptive reuse of the building at this location is supported by the Neighbourhood Planning Section because it makes use of existing infrastructure and aids in the regeneration of established neighbourhoods in Saskatoon. It is hoped that SIAST's use and maintenance of this property will lead to an improved image and increased activity in the area.

While the surplus of on-site parking stalls negates any possible concerns regarding parking congestion in the area, SIAST is encouraged to promote the use of public transit to its students and staff whenever possible.

h) Building Standards Branch Comments

The Building Standards Branch has no objection to the proposal, provided a Building Permit is obtained before any construction, alteration, or renovation begins in the building.

2. Comments by Others

a) Infrastructure Services Department

The proposed discretionary use application is acceptable the Infrastructure Services Department.

b) Utility Services Department – Transit Services Branch

The Transit Services Branch (Transit) has no concerns with the proposal.

Transit's closest bus stop is approximately 150 meters from the subject property on the north side of 33<sup>rd</sup> Street East, just west of Quebec Avenue.

Bus service is at 15-minute intervals Monday to Saturday and at 30-minute intervals after 6 p.m. Monday to Saturday, early Saturday mornings, Sundays, and statutory holidays.

**E. COMMUNICATION PLAN**


The Planning and Development Branch sent out notification letters to assessed property owners within a 150 metre radius of the site to inform them of the proposal and to request feedback regarding the proposal. To date, no concerns have been recorded.

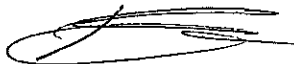
Once the Municipal Planning Commission has considered this application, it will be advertised in accordance with the Public Notice Policy No. C01-021, and a date for a public hearing will be set. Advertising will consist of sending notices to all assessed property owners within a 150 metre radius of the site. The applicant will also place a notice sign on site as prepared by the Community Services Department.

**F. ATTACHMENTS**

1. Location Facts
2. Site Plan

Written by: Danae Lockert, Planner 13  
Planning and Development Branch

Reviewed by:   
Darryl Dawson, A/ Manager  
Planning and Development Branch

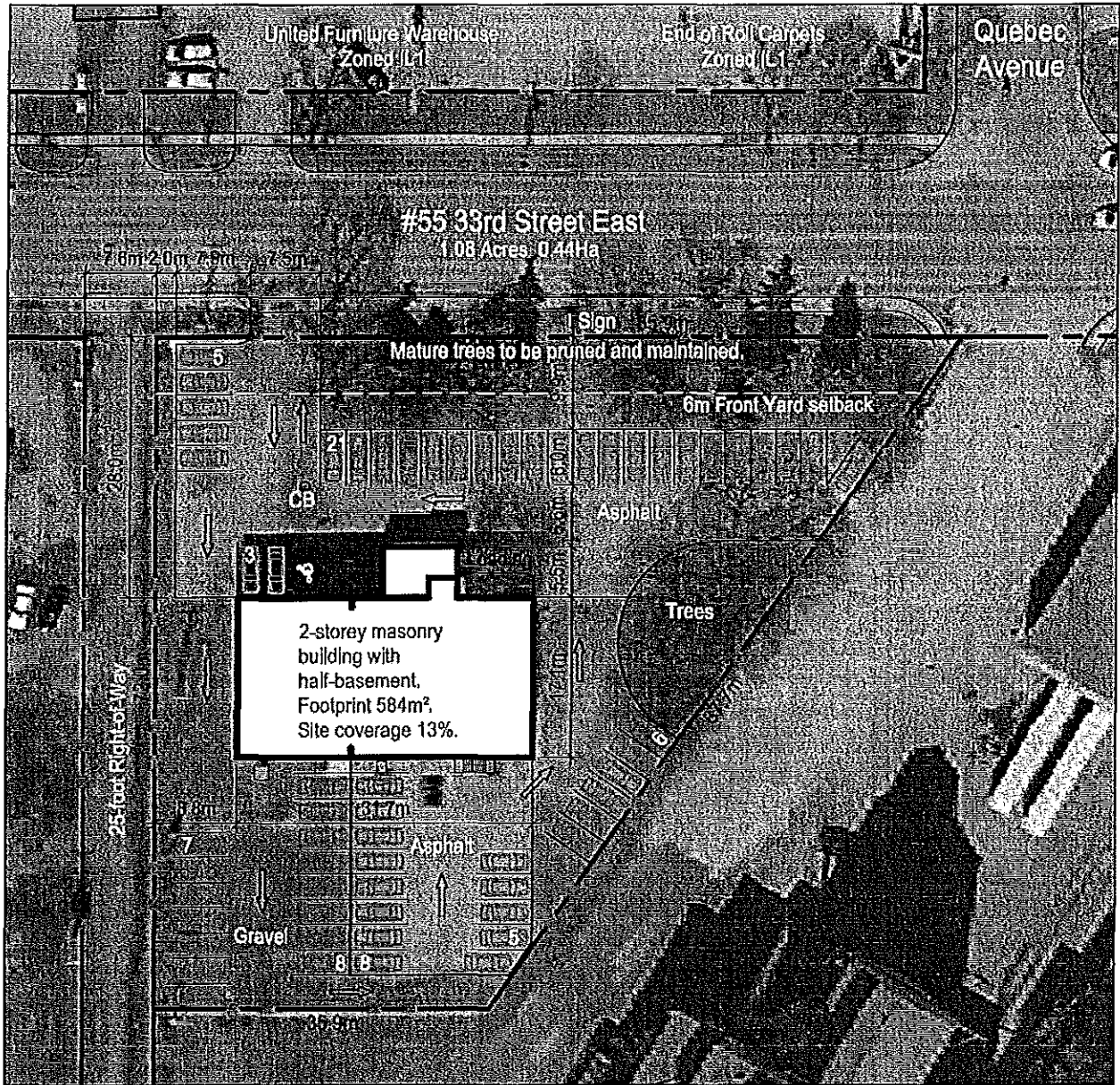
Approved by:   
Randy Grauer, General Manager  
Community Services Department  
Dated: Feb 5/12

cc: Murray Totland, City Manager

ATTACHMENT 1

| <b>FACT SUMMARY SHEET</b>                        |                                  |
|--|----------------------------------|
| <b>A. Location Facts</b>                         |                                  |
| 1. Municipal Address                             | 55 33 <sup>rd</sup> Street East  |
| 2. Legal Description                             | Lot 3, Block 814, Plan 101858586 |
| 3. Neighbourhood                                 | Central Industrial District      |
| 4. Ward  | 1                                |
| <b>B. Site Characteristics</b>                   |                                  |
| 1. Existing Use of Property                      | Office                           |
| 2. Proposed Use of Property                      | Educational Institution          |
| 3. Adjacent Land Uses and Zoning                 |                                  |
| North  | Retail – IL1                     |
| South  | Flour Mill – IH                  |
| East   | Flour Mill – IH                  |
| West   | Manufacturing Plant – IH         |
| 4. No. of Existing Off-Street Parking Spaces     | 63                               |
| 5. No. of Off-Street Parking Spaces Required     | 10 (35 at maximum build out)     |
| 6. No. of Off-Street Parking Spaces Provided     | 63                               |
| 7. Site Frontage                                 | 85.99 meters                     |
| 8. Site Area                                     | 4387.62 metres squared           |
| 9. Street Classification                         | Major Arterial – With Access     |
| <b>C. Official Community Plan Bylaw No. 8769</b> |                                  |
| 1. Existing Official Community Plan Designation  | Heavy Industrial                 |
| 2. Existing Zoning District                      | IH                               |







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

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

March 1, 2012

City Clerk

Dear City Clerk:

**Re:    Municipal Planning Commission Report for Public Hearing  
      Discretionary Use Application – Educational Institution  
      55 33<sup>rd</sup> Street East – Central Industrial District  
      Applicant:    David Hutton (Stantec) on behalf of the  
                      Saskatchewan Institute of Applied Science and Technology  
      (File No. CK. 4355-012-3)**

The Municipal Planning Commission, at its meeting held on February 28, 2012, has considered a report of the General Manager, Community Services Department dated January 23, 2012, with respect to the above Discretionary Use Application.

The Commission has reviewed the report with the Administration and the Applicant's representatives. The Applicant's representatives circulated copies of the location and site plans, parking summary, context photographs, and floor plans proposed for the building. Copies of these documents are available on the City's website as part of the Council agenda.

The following is a summary of further information and clarification provided by the Applicant's representative, including:

- The proposed expansion is to meet a significant demand from the business and industry sector, particularly for mining technologists.
- It was a challenge to locate this new program within existing facilities. The opportunity presented itself to purchase 55 33<sup>rd</sup> Street East and the warehouse at 25 33<sup>rd</sup> Street East. The new program will be located in 55 33<sup>rd</sup> Street East, following renovations, with plans to implement the program in the fall of 2012. There will be 26 students starting the first year and another 26 the second year, for a total of 52 students.
- Plans for the warehouse at 25 33<sup>rd</sup> Street East are dependent on the availability of funding and will be part of the master plan being developed to meet continued demands, with future plans to include an urban campus concept.
- The location of the program at 55 33<sup>rd</sup> Street East will allow the students to use existing shop and laboratory facilities at the main campus as it is within walking distance. The students will also have access to student support services.
- While the application had indicated that the future maximum build out of the proposed educational institution would be six classrooms accommodating 156 students, it was clarified that SIAST's plans to have a total of 52 students at this location.

March 1, 2012  
Page 2

- If there is excess parking, SIAST will make that available to other students. The increased traffic would be limited to the number of spots available. 63 parking spots have been provided.
- It is a diploma program running from August to the end of May.
- The program will delivered during regular business hours between 8 a.m. to 4 p.m.
- Security will be provided by commissionaires, with monitoring of both the inside and outside of the property.

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

“that the application submitted by David Hutton, on behalf of the Saskatchewan Institute of Applied Science and Technology (SIAST), requesting permission to operate an educational institution at 55 33<sup>rd</sup> Street East, be approved subject to the following conditions:

- 1) that the applicant obtaining a Development Permit and all other relevant permits and licenses (such as Building and Plumbing Permits); and
- 2) that the final plans submitted being substantially in accordance with the plans submitted in support of this Discretionary Use Application.”

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

Yours truly,



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

:dk

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2011/11/25 12:34 PM By: Hutton, David



ORIGINAL SHEET - ANSI B

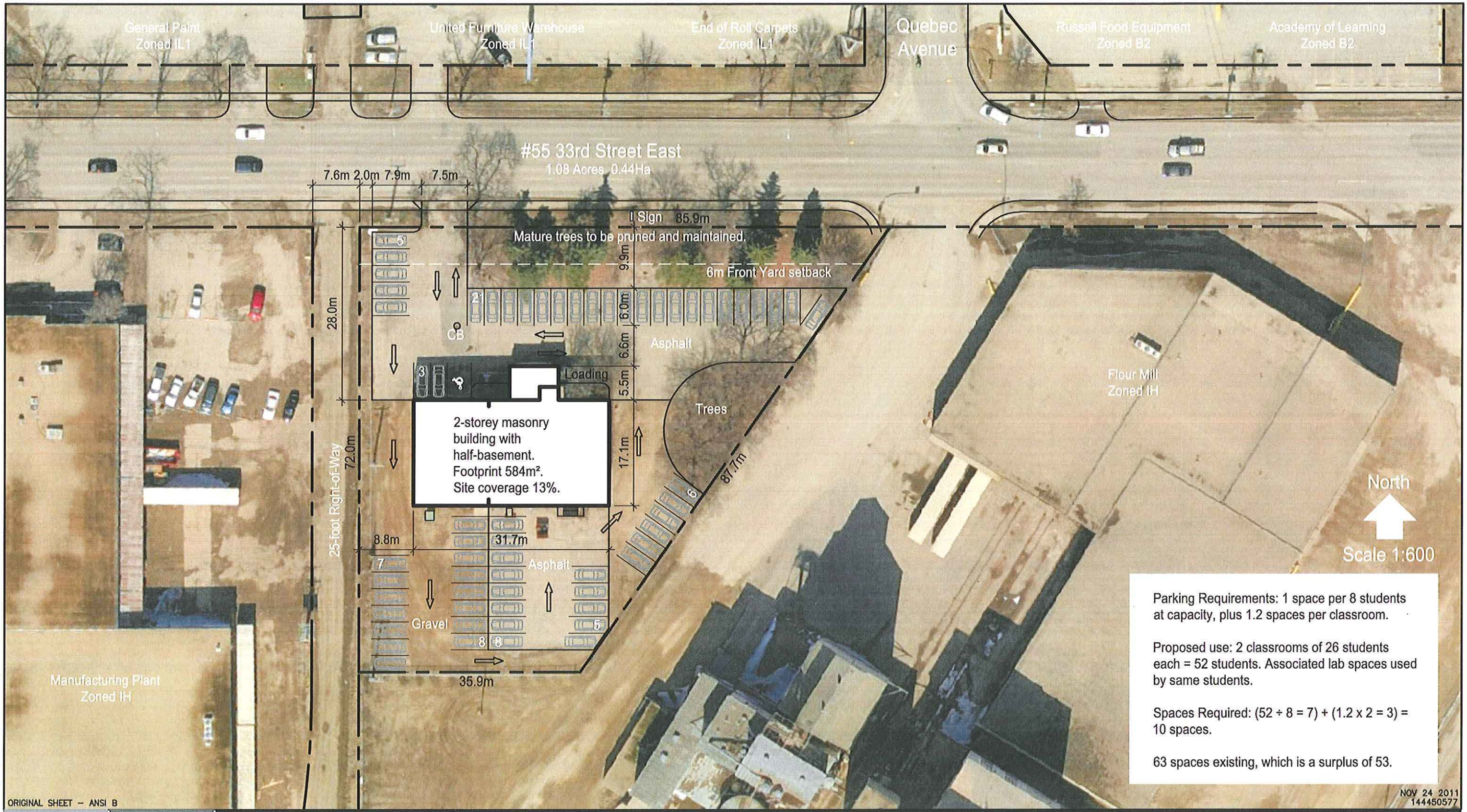
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144450577



Stantec Architecture  
 100-75-24th Street East  
 Saskatoon, SK  
 S7K 0K3  
 Tel. 306-667-2400  
 Fax. 306-667-2500  
 www.stantec.com

Client/Project  
 SIAST  
 DISCRETIONARY USE  
 55 - 33rd STREET EAST  
 Figure No.  
 A1.0  
 Title  
 LOCATION PLAN  
 ADJACENT LAND USE

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 2011/11/25 12:32 PM By: Hutton, David



Scale 1:600

Parking Requirements: 1 space per 8 students at capacity, plus 1.2 spaces per classroom.

Proposed use: 2 classrooms of 26 students each = 52 students. Associated lab spaces used by same students.

Spaces Required:  $(52 \div 8 = 7) + (1.2 \times 2 = 3) = 10$  spaces.

63 spaces existing, which is a surplus of 53.

NOV 24 2011  
 144450577

ORIGINAL SHEET - ANSI B



Stantec Architecture  
 100-75-24th Street East  
 Saskatoon, SK  
 S7K 0K3  
 Tel. 306-667-2400  
 Fax. 306-667-2500  
 www.stantec.com

Client/Project  
 SIAST  
 DISCRETIONARY USE  
 55 - 33rd STREET EAST

Figure No.  
 A1.1

Title  
 SITE PLAN  
 PARKING SUMMARY

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2011/11/25 2:18 PM By: Hutton, David



Figure 1  
Principal entrance looking south-west.



Figure 2  
Front yard looking south-east, showing portion of paved front yard parking and catchbasin.



Figure 3  
Front yard looking east. Flour mills beyond. 33rd Street at left.

ORIGINAL SHEET - ANSI B

NOV 24 2011  
144450577



**Stantec**

Stantec Architecture  
100-75-24th Street East  
Saskatoon, SK  
S7K 0K3  
Tel. 306-667-2400  
Fax. 306-667-2500  
www.stantec.com

Client/Project  
SIAS  
DISCRETIONARY USE  
55 - 33rd STREET EAST  
Figure No.  
A1.2  
Title  
CONTEXT PHOTOS

U:\144450577\correspondence\authorities\2011-11-23\_dawn\_foods\_discretionary\drawings\144450577-si-02.dwg  
2011/11/25 2:18 PM By: Hutton, David



Figure 7  
33rd Street looking east. Appropriate signage will be provided at its existing location. SIAST plans to maintain sidewalks free of ice and snow.

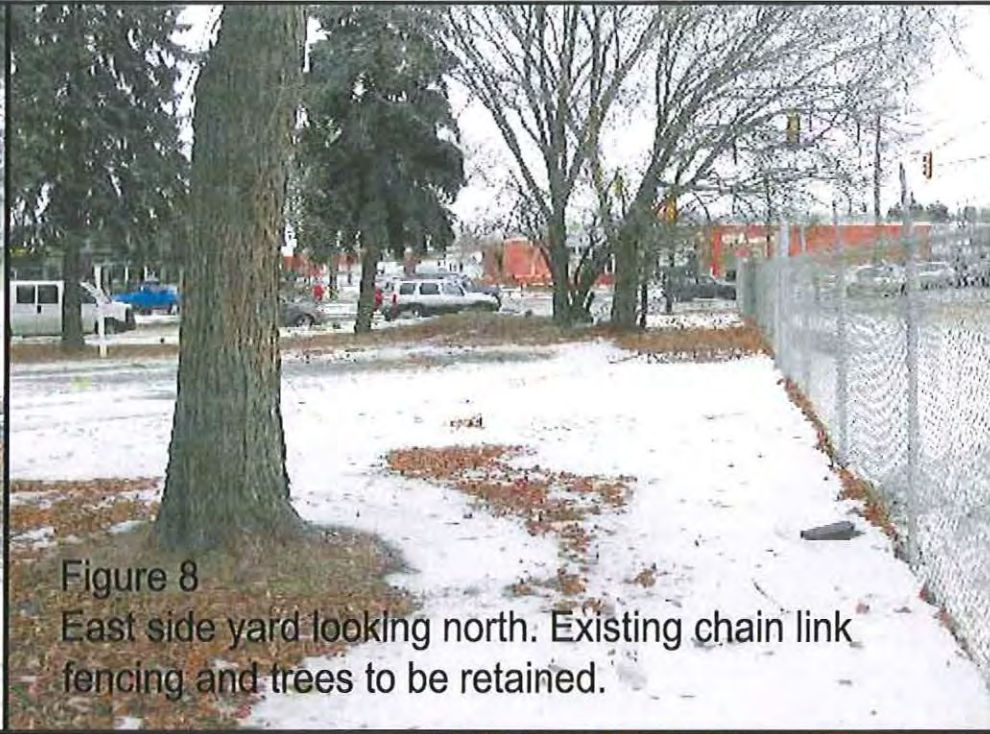


Figure 8  
East side yard looking north. Existing chain link fencing and trees to be retained.

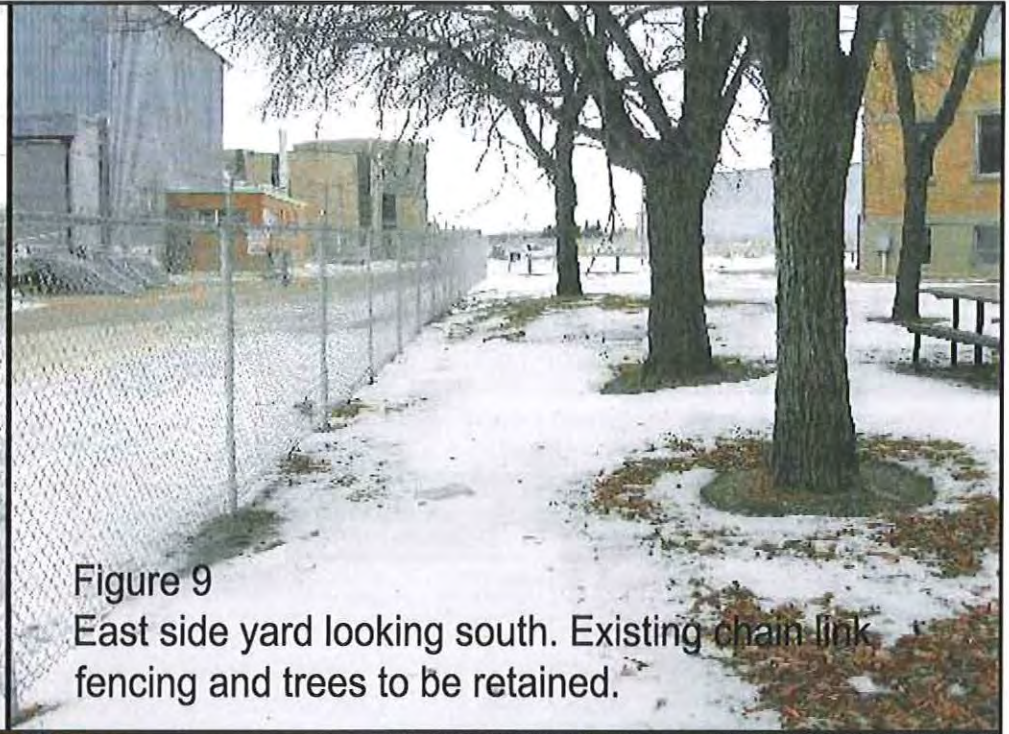


Figure 9  
East side yard looking south. Existing chain link fencing and trees to be retained.



Figure 10  
Rear yard looking east. Existing chain link fencing to be retained. Existing rear yard parking to be retained. Existing fire escape to be retained.



Figure 11  
West side yard looking south down right-of-way. Appropriate building-mounted site lighting to be provided.

NOV 24 2011  
144450577



**Stantec**

Stantec Architecture  
100-75-24th Street East  
Saskatoon, SK  
S7K 0K3  
Tel. 306-667-2400  
Fax. 306-667-2500  
www.stantec.com

Client/Project  
SIAST  
DISCRETIONARY USE  
55 - 33rd STREET EAST  
Figure No.  
A1.4  
Title  
CONTEXT PHOTOS

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2011/11/25 2:18 PM By: Hutton, David

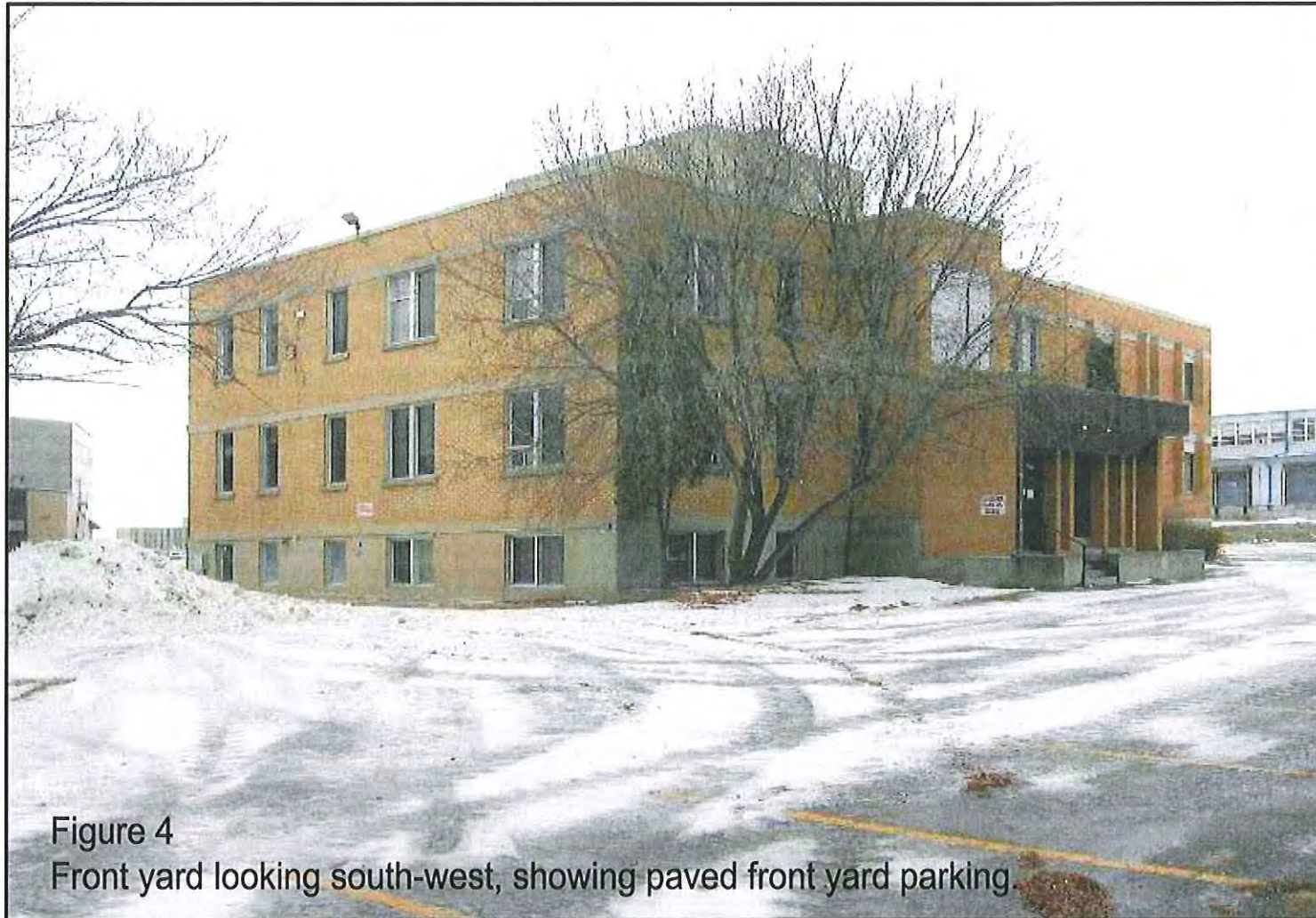


Figure 4  
Front yard looking south-west, showing paved front yard parking

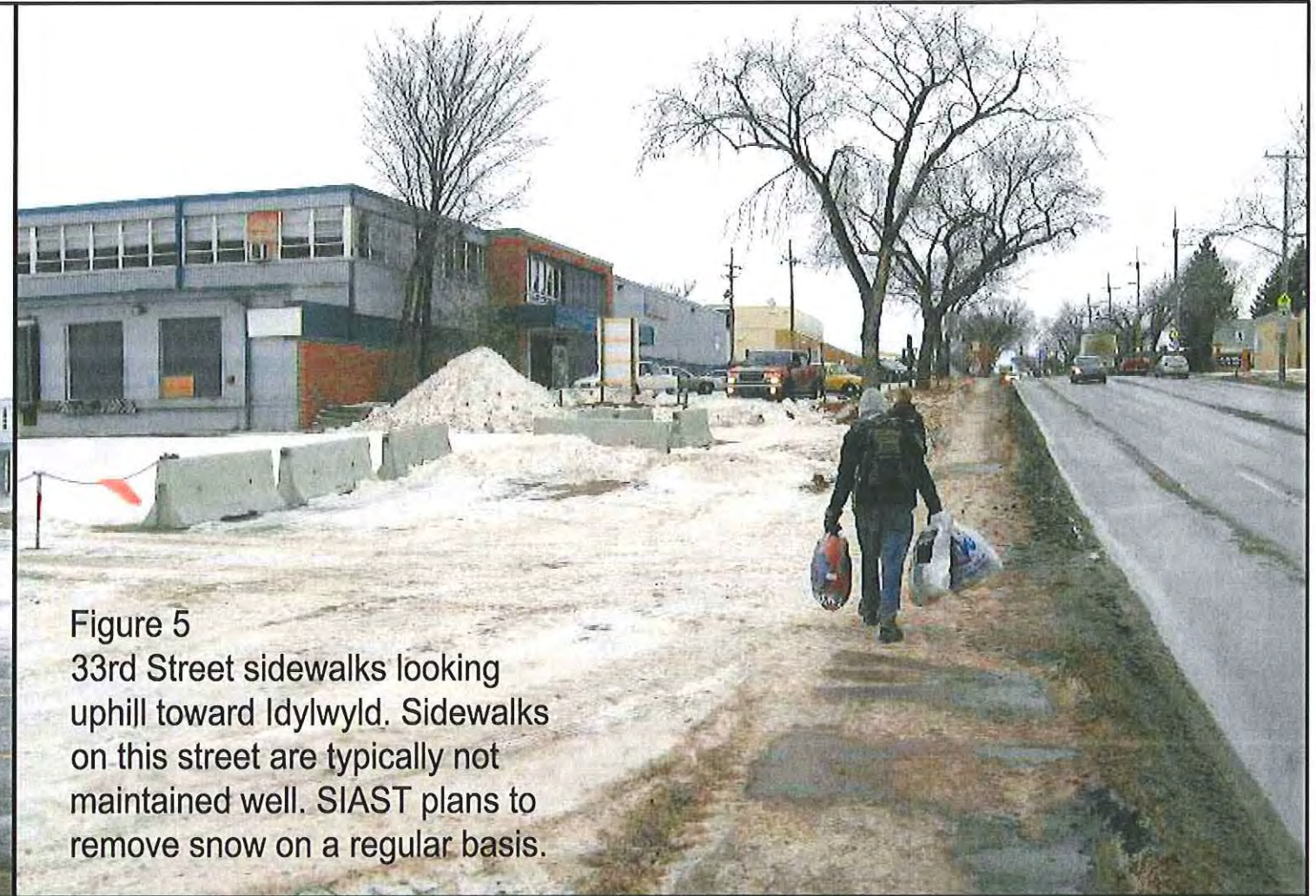


Figure 5  
33rd Street sidewalks looking uphill toward Idylwyld. Sidewalks on this street are typically not maintained well. SIAST plans to remove snow on a regular basis.

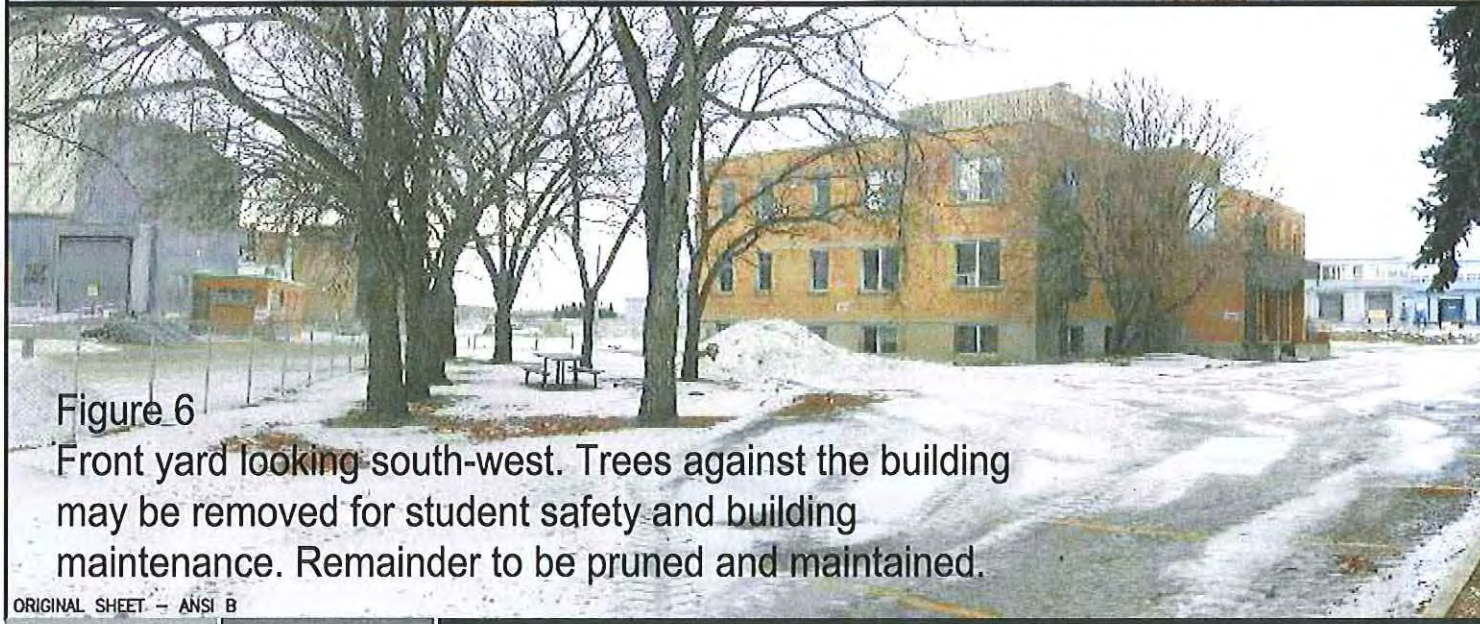


Figure 6  
Front yard looking south-west. Trees against the building may be removed for student safety and building maintenance. Remainder to be pruned and maintained.



Notice diversity of land use along this portion of 33rd: Retail stores, warehouses, vocational schools, elementary school, church, repair garage and heavy industry.

NOV 24 2011  
144450577

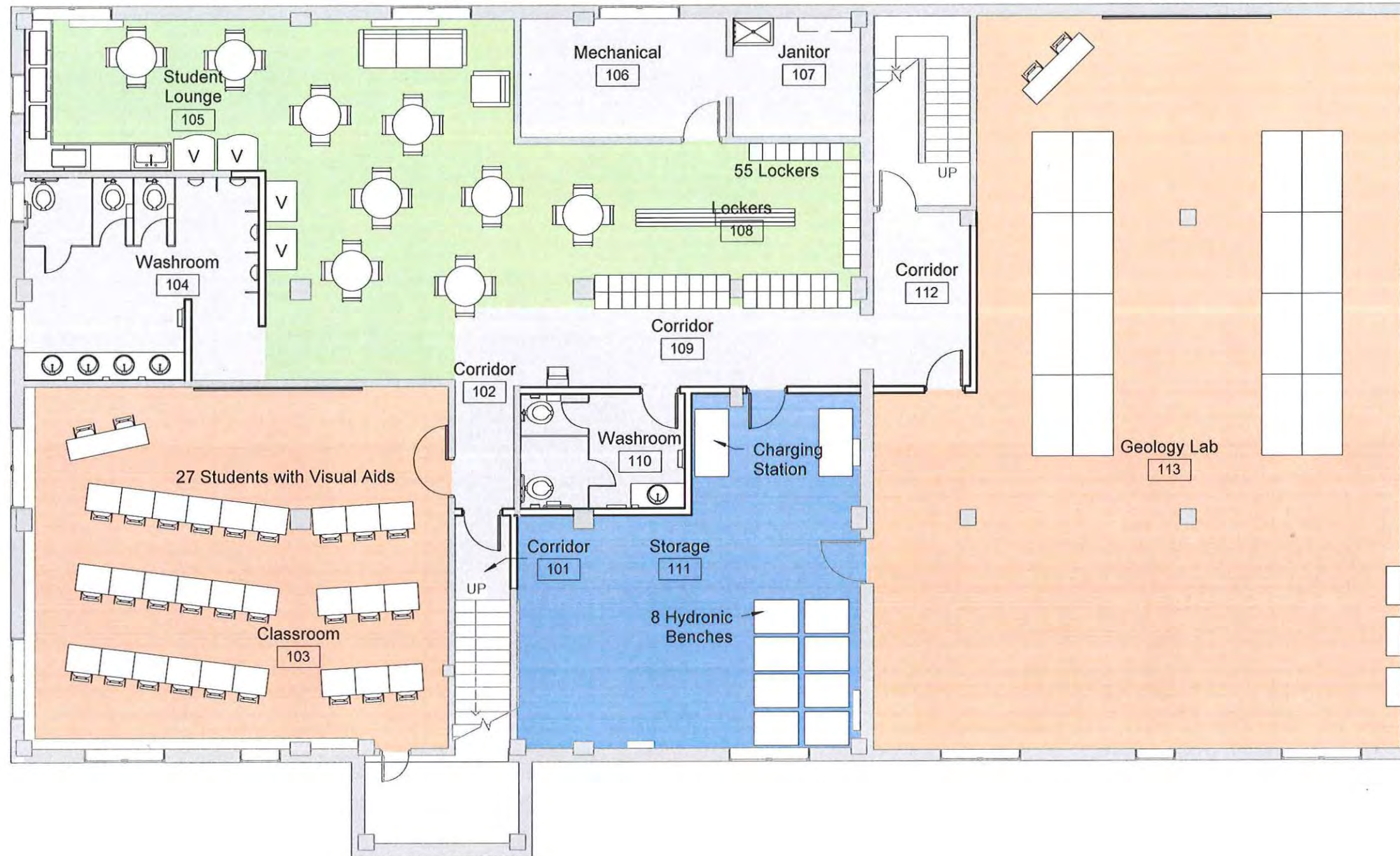


Stantec Architecture  
100-75-24th Street East  
Saskatoon, SK  
S7K 0K3  
Tel. 306-667-2400  
Fax. 306-667-2500  
www.stantec.com

Client/Project  
SIAST  
DISCRETIONARY USE  
55 - 33rd STREET EAST  
Figure No.  
A1.3  
Title  
CONTEXT PHOTOS



Circulated to MPC  
- Feb 28 112  
- Discretionary Use  
Application -  
55-33rd St. E.



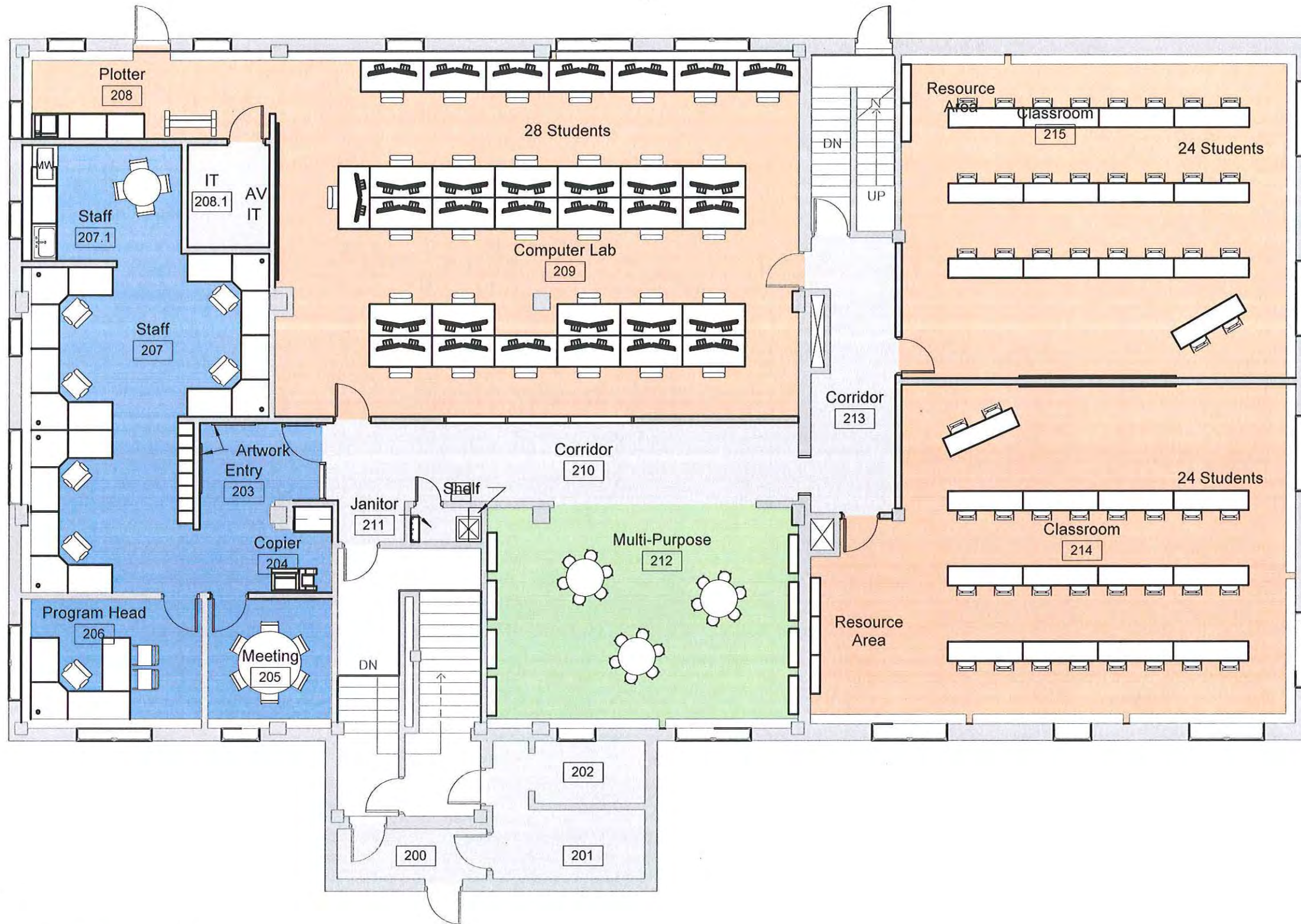
2/27/2012 5:12:34 PM

ORIGINAL SHEET - ANSI B



**Stantec Architecture**  
100-75-24th Street East  
Saskatoon, SK  
S7K 0K3  
Tel. (306) 667-2400  
Fax. (306) 667-2400  
www.stantec.com

SIAST  
Mining Technology Program - Tenant  
Improvements  
Title  
**Lower Level**



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ORIGINAL SHEET - ANSI B



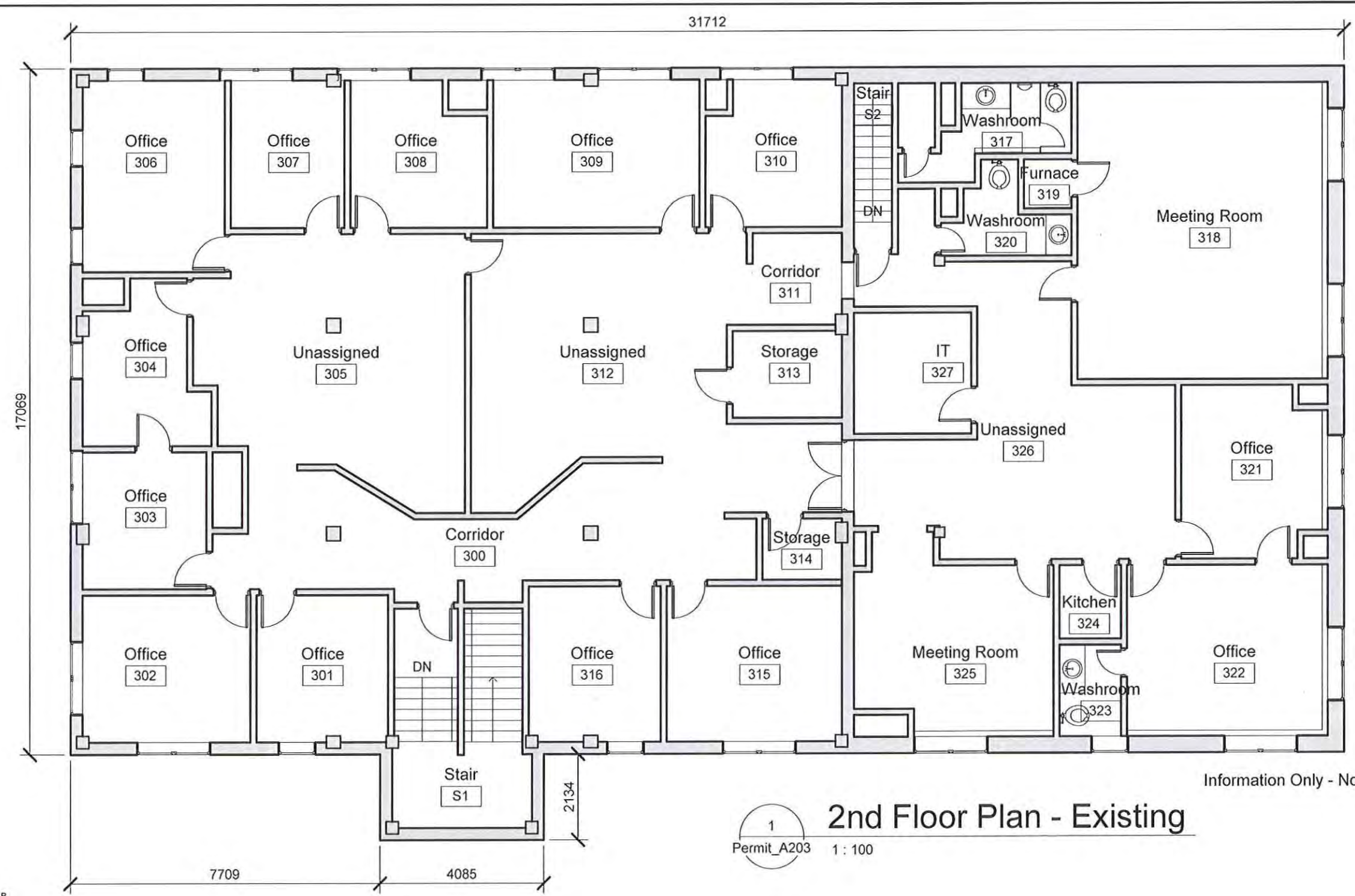
**Stantec Architecture**  
 100-75-24th Street East  
 Saskatoon, SK  
 S7K 0K3  
 Tel: (306) 667-2400  
 Fax: (306) 667-2400  
 www.stantec.com

SIAST  
 Mining Technology Program - Tenant  
 Improvements  
 Title  
**Main Floor**

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2/27/2012 5:12:35 PM

ORIGINAL SHEET - ANSI B



Information Only - No Alterations

1  
Permit\_A203 1:100  
**2nd Floor Plan - Existing**



**Stantec Architecture**  
 100-75-24th Street East  
 Saskatoon, SK  
 S7K 0K3  
 Tel: (306) 667-2400  
 Fax: (306) 667-2400  
 www.stantec.com

Client/Project: **SIAS**  
**Mining Technology Program - Tenant Improvements**  
 Figure No: **Permit\_A203**  
 Title: **2nd Floor Plan**

36)

**BYLAW NO. 9007**

**The Official Community Plan Amendment Bylaw, 2012 (No. 2)**

The Council of The City of Saskatoon enacts:

**Short Title**

- 1. This Bylaw may be cited as The Official Community Plan Amendment Bylaw, 2012 (No. 2).

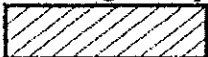
**Purpose**

- 2. The purpose of this Bylaw is to amend the Official Community Plan – Phasing Map to re-designate the land referred to in the Bylaw from Phase II to Phase I.

**Official Community Plan Amended**

- 3. The Official Community Plan, annexed as Schedule “A” to Bylaw No. 8769 and forming part of the Bylaw, is amended in the manner set forth in this Bylaw.

**Phasing Map Amended**

- 4. The Phasing Map, which is referred to in Section 3.2.2 of the Official Community Plan and which forms part of the Plan, is amended to change the phasing designation of the lands described in this Section and shown as  on Appendix “A” to this Bylaw from Phase II to Phase I:

- (a) Parcels F and MR4 as shown on a Plan of Proposed Subdivision of all of Parcel C, Plan No. 101428657; Parcel C, Reg’d Plan No. 69S18530; and part of Parcel B, Reg’d Plan No. 69S18530; S. ½ Sec. 25 Twp. 36 Rge. 5 W3Mer.; Saskatoon, Saskatchewan by D.V. Franko S.L.S. February 2011.

**Coming into Force**

- 5. This Bylaw shall come into force upon receiving approval of the Minister of Municipal Affairs.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

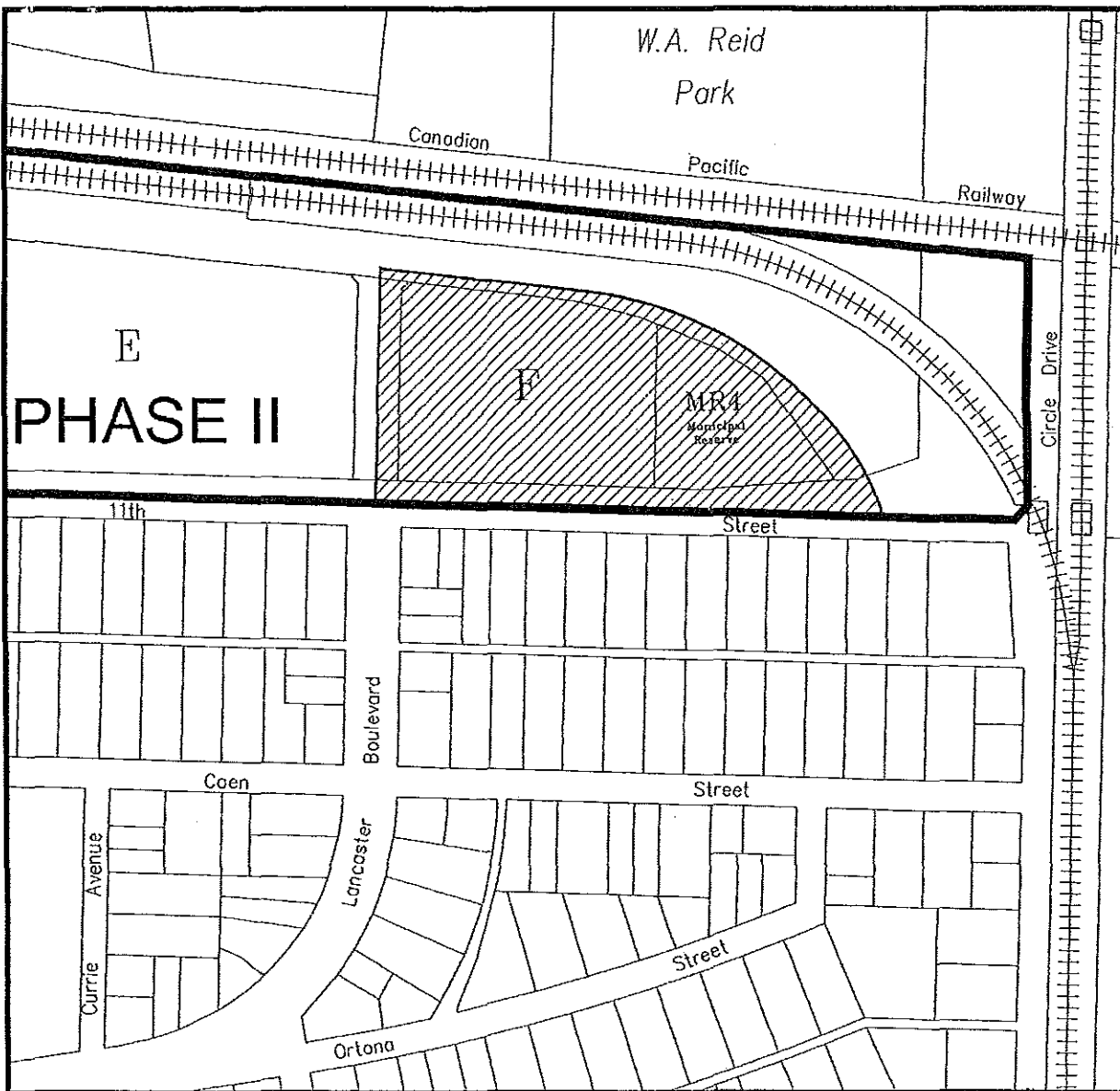
Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

\_\_\_\_\_  
Mayor

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

Appendix "A"



AMENDMENT TO THE OFFICIAL COMMUNITY PLAN - PHASING MAP

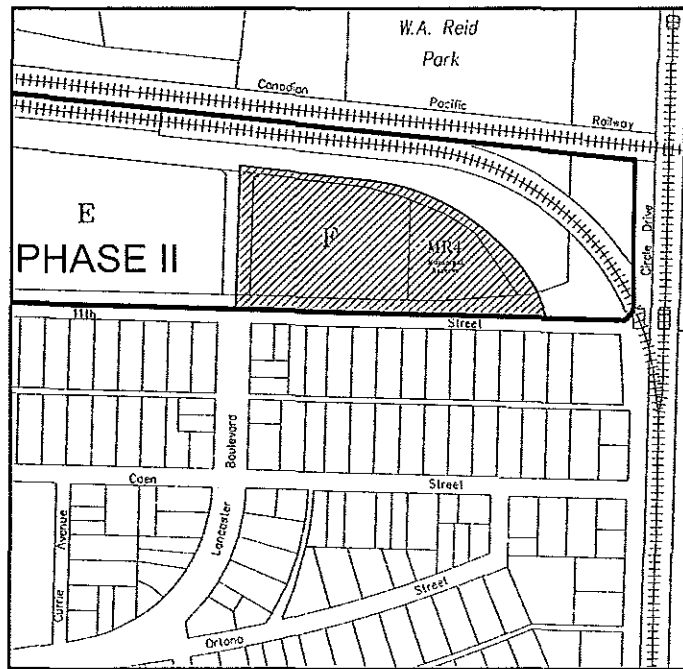
From Phase II to Phase I 



## COMMUNITY SERVICES DEPARTMENT

|   |   |  |
|---|---|--|
| <b>APPLICATION NO.</b><br>OCP 35/10   | <b>PROPOSAL</b><br>Official Community Plan Amendment - "Phase II"<br>to "Phase I"                       | <b>EXISTING ZONING</b><br>RM4  |
| <b>LEGAL DESCRIPTION</b><br>Parcel F and MR4, Plan to be Registered (Currently Portion of Parcel C, Registered<br>Plan No. 101428657, ISC Surface Parcel No. 153886225) |   | <b>CIVIC ADDRESS</b><br>3130 11 <sup>th</sup> Street West  |
|   |   | <b>NEIGHBOURHOOD</b><br>Montgomery Place   |
| <b>DATE</b><br>February 13, 2012  | <b>APPLICANT</b><br>Northridge Development Corporation<br>3037 Faithfull Avenue<br>Saskatoon SK S7K 8B3 | <b>OWNER</b><br>Northridge Development<br>Corporation<br>3037 Faithfull Avenue<br>Saskatoon SK S7K 8B3 |

**LOCATION PLAN**



**AMENDMENT TO THE OFFICIAL COMMUNITY  
PLAN - PHASING MAP**

From Phase II to Phase I

City of  
Saskatoon  
Planning & Development Branch

N:\Planning\MAPPING\Official Comm Plan\2010 OCP\OCP35-13.dwg (Aria-dca)

RECEIVED

FEB 21 2012

CITY CLERK'S OFFICE  
SASKATOON

A. **COMMUNITY SERVICES DEPARTMENT RECOMMENDATION:**

that a report be forwarded to City Council recommending that at the time of the Public Hearing, City Council consider the Administration's recommendation that the proposal to amend the Official Community Plan Bylaw No. 8769 phasing designation of Parcel F and MR4, plan to be registered (Currently portion of Parcel C, Registered Plan No. 101428657, ISC Surface Parcel No. 153886225) (3130 11th Street West) from Phase II to Phase I be approved.

B. **PROPOSAL**

An application has been submitted by Northridge Development Corporation requesting that the Official Community Plan (OCP) Bylaw No. 8769 phasing designation of Parcel F and MR4, plan to be registered (Currently portion of Parcel C, Registered Plan No. 101428657, ISC Surface Parcel No. 153886225) (3130 11<sup>th</sup> Street West) be amended from Phase II to Phase I.

C. **REASON FOR PROPOSAL**

This phasing redesignation will facilitate the development of the subject property in accordance with the existing RM4 zoning.

D. **BACKGROUND INFORMATION**

In May 1979, this property was rezoned from R2 District to R4 District. At that time, the applicant, F. Mendel Holdings Ltd., advised that the rezoning "would allow the development of the property for multi-family purposes, such as townhouses and condominiums". It should be noted that in 1979 Zoning Bylaw No. 8770 contained a limited range of multiple-unit residential zoning districts. At that time, the R4 District was used for virtually all multiple-unit residential developments, including a range from two-story townhouses up to three- and four-story apartments and condominiums. Based on the information available, it is reasonable to assume that the City Council of the day contemplated a range of multiple-unit housing types being developed on the land, including townhouses up to four-story, apartment-style buildings. Between 1979 and 1999, a number of development inquiries and preliminary proposals were brought forward for the subject lands, but no development took place.

As part of a comprehensive review of the OCP Bylaw No. 8769 and Zoning Bylaw No. 8770 in the late 1990's, numerous "underdeveloped" properties in Saskatoon were examined for their potential impact on nearby land uses, as if they were to be built out to their potential. As a consequence of this review, several commercial and heavy industrial properties were ultimately rezoned to lessen potential land use impacts.

Several underdeveloped residential properties with significant development potential were also reviewed to ensure that the local infrastructure was reasonably capable of accommodating the development densities permitted by the present zoning. The subject property on 11<sup>th</sup> Street West was one such example.

While it was likely contemplated in 1979 that a mix of densities would be developed on the land, in 1999, the R4 zoning permitted a potential of approximately 800 dwelling units if a series of four-story buildings were to be constructed. Based on that potential, and the amount of development in the general area over the preceding 20 years, the Administration at the time was unsure if the area infrastructure was capable of accommodating that many dwelling units on the subject site. It was decided to place an OCP Phase II development designation on the property. Essentially, this left the existing zoning in place, but required the developer to demonstrate that any prospective residential development forms and densities could be reasonably serviced.

The former R4 zoning district was also replaced by the RM4 zoning district in 1999, reflecting a new range of residential zoning categories. In the case of the former R4 and the current RM4, the regulations are essentially the same.

The subject property was originally 11.79 hectares (29.13 acres) in area. Road requirements for the Circle Drive South Project and Municipal Reserve dedication have taken 3.92 hectares (9.67 acres). This results in two development parcels: Parcel E, lying west of Lancaster Boulevard, being 5.38 hectares (13.29 acres) and Parcel F, lying east of Lancaster Boulevard, being 2.09 hectares (5.18 acres) (see Attachment 2).

The owner of the subject property, Northridge Development Corporation, has applied to amend the OCP phasing designation of this property from Phase II to Phase I. Northridge Development Corporation has advised the Administration that they have an agreement for sale for proposed Parcel F to accommodate multiple-unit housing in a four-story format, accommodating about 190 units.

During its January 16, 2012 meeting, City Council instructed the Administration to advertise and convene a public hearing for the OCP Phase II to Phase I amendment for proposed Parcels F and MR4 as soon as reasonably possible, leaving the existing RM4 zoning in place.

The Administration was also instructed to work with the owners on a revised subdivision and zoning pattern for proposed Parcel E, and the local community was to be kept up to date as the above noted process unfolds, with at least one further public information meeting prior to any public hearings concerning proposed Parcel E.



E. JUSTIFICATION

1. Community Services Department Comments

a) Official Community Plan Bylaw No. 8769

Section 3.3.2 of the OCP Bylaw No. 8769 provides policy direction with respect to development phasing. The relevant provisions of this policy are outlined below along with administrative comments:

- i. The phasing, servicing, and development of land shall be in accordance with the OCP Bylaw No. 8769 – Phasing Map.

Phasing Sequence Number I – indicates those areas considered to be suitable for development within the next five years.

Phasing Sequence Number II – indicates areas suitable for development beyond the next five years, but within the scope of this plan.

Comment: In accordance with the servicing comments noted below, this land is suitable for development within a five-year timeframe. Land necessary for the Circle Drive South Project has been identified and acquired.

- ii. Detailed phasing of development within both Phase I and Phase II areas shall be determined according to the following considerations:

- 1) the need to promote a compact and orderly pattern of development;
- 2) the availability, capacity, and economics of extending transportation services, utilities, and other services;
- 3) the ability of the City of Saskatoon (City) and relevant Boards of Education to provide required community and educational services;
- 4) the rates of development and land utilization in the City;
- 5) the financial capacity of the City to support development in the general area; and
- 6) the overall Concept Plans and subdivision designs approved for the general area.

Comment: The subject property provides an opportunity for infill development utilizing existing infrastructure. As noted in this report,

utility services and transportation issues can be accommodated with minor system upgrades, which will be funded by the developer. The two school divisions advise that local schools can accommodate the students who may be generated from this development. The housing market in Saskatoon is very strong with significant demand for multiple-unit dwelling parcels.

- iii. In accordance with Section 13.2.2(c), development of any particular lands shall be permitted only in areas where roads and utility services exist or have been authorized by City Council and for which community facilities have been programmed.

Comment: As noted below, the Infrastructure Services Department advises that this property can be serviced using the existing roads and utility services.

- iv. Development shall generally take place in a contiguous manner. Non-contiguous servicing and development that would require the inefficient extension of municipal services and community infrastructure shall only be permitted where it can be demonstrated that there is a clear public interest.

Comment: The subject property is located within the Montgomery Place neighbourhood adjacent to existing residential development.

b) Servicing

The applicant engaged AECOM to conduct a serviceability study of the subject property. This report notes the following:

Storm Sewer – The Montgomery Place area adjacent to the proposed site drains through open ditches toward the east near Circle Drive where the storm water is picked up by the Dundonald storm sewer trunk. The proposed site use is currently agricultural, and has a 0.16 cubic metres per second pre-development flow. In order to accommodate post-development runoff, on-site storage with controlled outflow would be required. The storage required for the proposed development during a 1 in 100 year storm event is approximately 6,500 cubic metres with controlled outflow of 0.16 cubic metres per second.

Sanitary Sewer – A 250 mm sanitary sewer exists on 11<sup>th</sup> Street that drains into the Dundonald sanitary trunk. A sanitary sewer line from the proposed site can be connected to the existing sanitary infrastructure on 11<sup>th</sup> Street near Circle Drive.

Assuming 290 litres per capita per day, the average daily dry weather flow for a potential maximum population of 2,863 residents comes to 9.61 litres per second, the peak daily dry weather flow with a peaking factor of 3.46 is 33.24 litres per second, and the peak daily wet weather flow is 35.24 litres per second.

The amount of flow is well below the available capacity of 66 litres per second in the 250 mm sanitary sewer at the proposed connection point.

Water Distribution – There is a 150 mm water main and a 600 mm primary water main on 11<sup>th</sup> Street. The 150 mm water main is old and does not have sufficient supply; however, the 600 mm primary water main has sufficient capacity to service the proposed development. A separate water line can be installed and connected to the 600 mm primary water main in two locations on both ends of the proposed development on 11<sup>th</sup> Street.

Conclusion – The proposed development is serviceable through available infrastructure by providing separate water supply and sanitary sewer lines, as well as storm sewer detention storage within the owned land.

The applicant also engaged Stantec Consulting Ltd. to conduct a traffic impact study for the proposed development. This report notes the following:

1. Although a traffic signal warrant analysis indicates that signalization of the new 11<sup>th</sup> Street/Lancaster Boulevard intersection is warranted after completion of the development, it is proposed that the intersection remain stop-controlled in the northbound direction. Signalization increases delays and queue lengths for eastbound and southbound traffic while providing only minor improvements for northbound movements during the weekday morning peak hour.
2. That consideration be given to an additional (outside) eastbound lane on the new 11<sup>th</sup> Street east of Lancaster Boulevard. This lane would be used as a dedicated lane for free flow northbound to eastbound right turning traffic at new 11<sup>th</sup> Street/Lancaster Boulevard to turn into.

3. Existing 11<sup>th</sup> Street provides pedestrian and cyclist connections between the proposed development and W.A. Reid Park, Kate Waygood Park, and the multi-use pathway system that is being constructed as part of the Circle Drive South Project.
4. The proposed development is within acceptable walking distances of existing transit service.

The Infrastructure Services Department has reviewed these studies and concurs with the conclusions subject to the specific comments noted below. The servicing issues noted herein will be addressed through the servicing agreement and building permit process.

c) School Impacts

Based on city-wide statistics, apartment-style, multiple-unit dwellings generate one elementary school aged child and one high school aged child for every ten dwelling units. Based on the proposed 192 unit development identified for Parcel F by the applicant, approximately 19 elementary school students and 19 high school students should be generated from this development.

As noted below, neither Saskatoon Public Schools nor Greater Saskatoon Catholic Schools have expressed concern with increased enrolment resulting from the development of this property.

d) Proposed Site Plan

Although not directly related to this application, your Administration has been working with representatives of the prospective purchaser to develop a site plan, which will minimize potential impacts on adjacent properties. These measures include providing primary site access from Lancaster Boulevard, enhanced landscaping adjacent to 11<sup>th</sup> Street, and siting the building so that they are not located directly adjacent to 11<sup>th</sup> Street.

2. Comments by Others

Please note that the following comments, with the exception of the comments from the two school divisions, are provided in the context of the development of both Parcels E and F.

a) Infrastructure Services Department – Strategic Services Branch

With respect to servicing for the parcel north of 11th Street and west of Circle Drive, engineering staff from the Strategic Services Branch have assessed the parcel serviceability from a network level and have concluded the following:

Storm Sewer - There is effectively no capacity whatsoever for the immediate release of post-development storm water into the existing system during a severe rain event. A storm water runoff rate equal to the amount generated by the parcel in its pre-developed condition would be allowed along the property's current drainage path in the ditch on the west side of Dundonald Avenue. Provisions must be made to store storm water on-site and to provide a controlled release mechanism for the stored storm water. The amount of storage should be equivalent to the total volume of runoff from a 1 in 100 year storm created by the new development. Depending on the storage and release mechanism chosen, this amount may be 125 percent of the 1 in 100 year storm event. An adequate volume of on-site storm water storage is absolutely necessary for the site to be deemed serviceable.

Sanitary Sewer - A service connection must be made directly to the west side of the new siphon installed in 2011 as part of the Circle Drive South project. Provisions must be made on site to ensure that no wet weather flow is generated in the sanitary sewer by the property as significant wet weather flows could potentially create basement flooding problems at the east end of the 11<sup>th</sup> Street trunk.

Water Distribution - The parcel can be adequately serviced by the 600 mm water line on 11<sup>th</sup> Street.

These issues will be addressed through the servicing agreement and building permit process.

b) Infrastructure Services Department – Transportation Branch

After review of the recommendations on the proposed intersection of 11<sup>th</sup> Street West and Lancaster Boulevard, the Traffic Operations staff is accepting the recommendation for a stop-control for the northbound left turn movements and the provision of an additional outside eastbound lane east of Lancaster Boulevard for the northbound right turn movements. Development of this intersection and the proposed eastbound lane will be at the developer's expense, and must meet the City's construction and design standards. Construction drawings should be submitted to this department for approval prior to construction.

c) Fire and Protective Services Department

Fire and Protective Services have no concerns with the proposed amendment.

d) Saskatoon Public Schools

Saskatoon Public Schools have no issues regarding school capacity at Montgomery Elementary School for this first phase of development. We will monitor enrolment projections and trends very closely at this school over the next few years and we can discuss any additional impacts of future development of the 13.26 acre parcel once more details are available.

e) Greater Saskatoon Catholic Schools

We would not view the impact as having a negative effect to Greater Saskatoon Catholic Schools. We would approve the amendment.

3. Conclusion

This property is designated Phase II in the OCP Bylaw No. 8769 in order to ensure that servicing issues are adequately addressed prior to the development of the property.

Land requirements for the Circle Drive South Project have been identified and acquired. A satisfactory plan for sanitary sewer, storm sewer, and water distribution has been developed. Intersection improvements have been identified for Lancaster Boulevard and the new 11<sup>th</sup> Street to accommodate increased traffic.

For these reasons, your Administration is recommending that the OCP designation of the subject property be amended to Phase I in order to allow proposed Parcel F to be developed in accordance with the existing zoning.

F. COMMUNICATION PLAN

A public information meeting was held on December 1, 2011, with respect to this proposal. Approximately 160 people attended the meeting. Concerns with, and opposition to, the proposed development of the subject property were noted by those in attendance. Issues related to the density of development and land use compatibility, traffic impacts, servicing, as well as concerns regarding other issues which have impacted Montgomery Place (see Attachment 3).

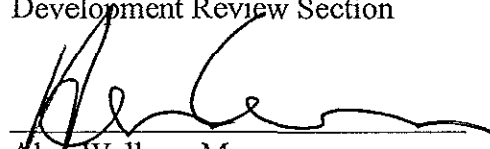
A notice was placed in The StarPhoenix on February 25, 2012. Notice boards will also be placed on the site. All property owners in Montgomery Place, as well as the Montgomery Place Community Association will be advised of the hearing date.


Another public information will be held in due course regarding a revised subdivision and zoning pattern for proposed Parcel E.

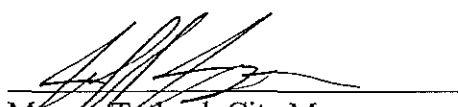
**G. ATTACHMENTS**

1. Fact Summary Sheet
2. Proposed Subdivision Plan
3. Community Engagement Project Summary

Written by: Tim Steuart, Manager  
Development Review Section

Reviewed by:   
Alan Wallace, Manager  
Planning and Development Branch

Approved by:   
for Randy Grauer, General Manager  
Community Services Department  
Dated: February 16, 2012

Approved by:   
for Murray Potland, City Manager  
Dated: Feb 17/2012

## FACT SUMMARY SHEET

### A. Location Facts

|    |                   |  |
|----|-------------------|--|
| 1. | Municipal Address | 3130 11 <sup>th</sup> Street West  |
| 2. | Legal Description | Parcel F and MR4, Plan to be Registered (Currently Portion of Parcel C, Registered Plan No. 101428657, ISC Surface Parcel No. 153886225) |
| 3. | Neighbourhood     | Montgomery Place   |
| 4. | Ward              | 2  |

### B. Site Characteristics

|    |   |   |
|----|---|---|
| 1. | Existing Use of Property                  | Vacant  |
| 2. | Proposed Use of Property                  | Residential   |
| 3. | Adjacent Land Uses and Zoning             |   |
|    | North                                     | 11 <sup>th</sup> Street Extension and Rail Right-of-way |
|    | South                                     | Residential   |
|    | East                                      | Circle Drive  |
|    | West                                      | Vacant and Industrial                                   |
| 4. | No. of Existing Off-Street Parking Spaces | N/A   |
| 5. | No. of Off-Street Parking Spaces Required | N/A   |
| 6. | No. of Off-Street Parking Spaces Provided | N/A   |
| 7. | Site Frontage                             | N/A   |
| 8. | Site Area                                 | 2.91 ha.  |
| 9. | Street Classification                     | Local   |

### C. Official Community Plan Policy

|    |  |                        |
|----|--|------------------------|
| 1. | Existing Official Community Plan Designation | Residential – Phase II |
| 2. | Proposed Official Community Plan Designation | Residential – Phase I  |
| 3. | Existing Zoning District                     | RM4                    |
| 4. | Proposed Zoning District                     | N/A                    |



# Circle Drive South

Plan Showing

## Proposed Subdivision

of all of

Parcel C, Plan No. 101428657;

Parcel C, Reg'd. Plan No. 69S18530;

and part of

Parcel B, Reg'd. Plan No. 69S18530;

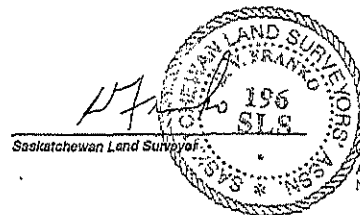
S. 1/2 Sec. 25 Twp. 36 Rge. 5 W3Mer.;

Saskatoon, Saskatchewan.

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

February 2011 Scale 1:4000

Measurements are in metres and decimals thereof.  
 Distances may vary by  $\pm 0.50$  m  
 Area to be subdivided is outlined in a bold dashed line  
 Area to be subdivided (New Road) contains  $\pm 5.94$  ha. ( $\pm 14.68$  acres)  
 Area to be subdivided (Parcel CC) contains  $\pm 1.51$  ha. ( $\pm 3.74$  acres)  
 Area to be subdivided (Parcel DD) contains  $\pm 2.98$  ha. ( $\pm 7.36$  acres)  
 Area to be subdivided (Parcel E) contains  $\pm 5.37$  ha. ( $\pm 13.26$  acres)  
 Area to be subdivided (Parcel F) contains  $\pm 2.08$  ha. ( $\pm 5.17$  acres)  
 Area to be subdivided (MB1) contains  $\pm 0.01$  ha. ( $\pm 0.03$  acres)  
 Area to be subdivided (MB2) contains  $\pm 0.01$  ha. ( $\pm 0.03$  acres)  
 Area to be subdivided (MB3) contains  $\pm 0.01$  ha. ( $\pm 0.01$  acres)  
 Area to be subdivided (MR4) contains  $\pm 0.83$  ha. ( $\pm 2.04$  acres)  
 Area to be subdivided (Lancaster Boulevard) contains  $\pm 0.40$  ha. ( $\pm 1.00$  acres)  
 Date of preliminary survey June 8th, 2009 - November 21st 2011

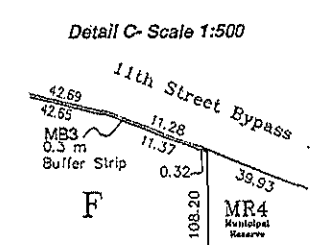
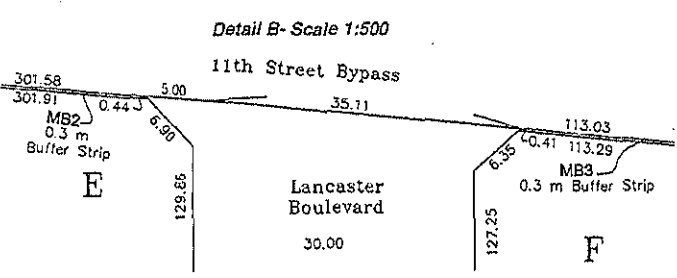
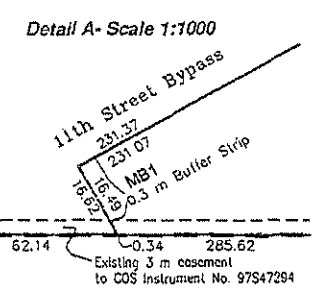
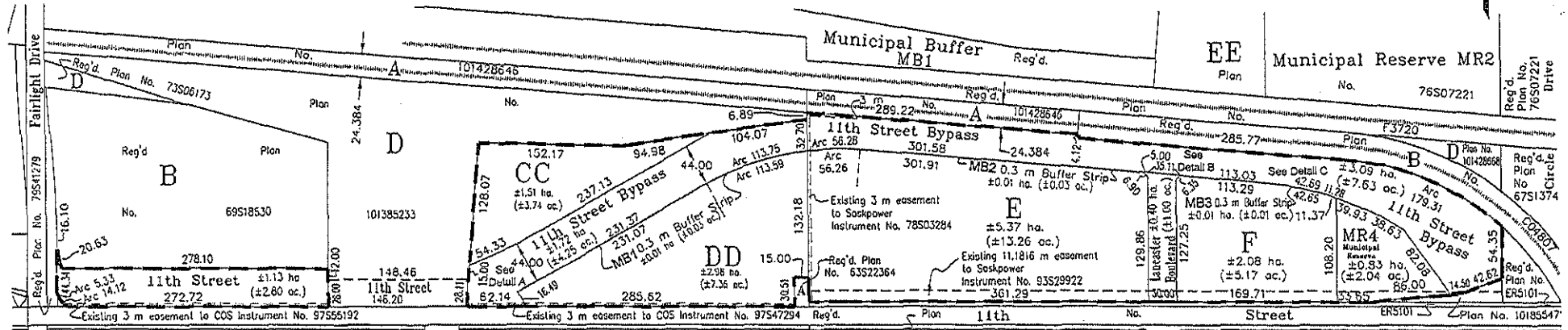


Saskatchewan Land Surveyor

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

Owner / Agent

General Manager of Community Services  
 or Designate.



| REVISION DATE                     |
|-----------------------------------|
| Amended November 6th, 2011        |
| Amended November 23rd 2011 - a.m. |
| Amended December 16th 2011        |
| Amended January 12th 2012         |



|  |                           |
|--|---------------------------|
| DRAWN BY: V. Matt                      | DATE: February 11th, 2011 |
| CHECKED BY: D.V.F.                     | DRAWING NO: 1             |
| Circle Drive South - PP(Nov. 2011) dwg |                           |
| JOB NO:                                |                           |



# Community Engagement Project Summary

**Project Name:** Public Information Meeting for Proposed Official Community Plan Phasing Map Amendment  
3130 11<sup>th</sup> Street West – Phase II to Phase I

**Applicant:** North Ridge Development Corporation  
**File:** PL 4115 – OCP 35/10

## Community Engagement Project Summary

### Project Description

A public information meeting was held regarding a proposed Official Community Plan Phasing Map amendment of vacant lands located at 3130 11<sup>th</sup> Street West. The proposed amendment would permit the development of these lands in the next five years, instead of delaying development for 5 years or more. The required servicing of these lands has been determined to be able to accommodate the proposed development, which supports the amendment of the OCP Phasing Map from Phase II to Phase I. The meeting provided the residents of the Montgomery neighbourhood an opportunity to learn more about the proposed OCP Amendment, have the opportunity to comment on the proposal, and ask any questions that they may have.

The meeting was held in the Montgomery School Gymnasium on Thursday, December 1<sup>st</sup>, 2011 at 7:30 PM.

### Community Engagement Strategy

- Purpose: To inform and consult. Residents were provided with an overview of applicant's proposal and provided the opportunity to ask questions and provide comments. Written comments will be accepted for the next few weeks.
- Form of community engagement was used: Public information meeting, with an opportunity to listen to a presentation by the applicant and speak directly with the applicant and/or City staff following the presentation. City staff also provided overview of the rezoning process, and the next steps following the meeting.
- Level of input or decision making required from the public: Comments and opinions were sought from the public.
- Who was involved:
  - Internal stakeholders: The standard referral process was implemented. The following Departments were contacted for comments: Building Standards Branch, The Future Growth Section, Transit Services, & Infrastructure Services Department. Councillor Lorje and the Community Consultant for the ward were also contacted.
  - External stakeholders: Montgomery Place Community Association, Ward Councillor & Community Consultant were contacted in addition to mail-outs to residents. 161 people signed in at the meeting.

### Summary of Community Engagement Input

- Key milestones, significant events, stakeholder input  
This community engagement initiative provided interested & concerned individuals with an opportunity to learn more about the proposed use and to provide perspective and comments, which will be considered by both the proponent and municipal staff in further analysis of this proposal.
- Timing of notification to the public including dates of mail-outs, PSA's, newspaper advertisements, number of flyers delivered, who was targeted/invited

### Notification Processes:

| Notification Method /Date Issued  | Details   | Target Audience / Attendance   | Attendance / Contact                                     |
|---|---|--|--|
| Public Information Meeting notice issued:<br><br>November 21 <sup>st</sup> , 2011 | 832 Public Information Meeting notices outlining the details of the proposal were sent to registered property owners. Letters along with the public meeting notice were also sent to the Community Association, Ward Councillor and Community Consultant. | Notices were sent to every property owner in the Montgomery Place neighbourhood, which satisfies the public notice policy requiring notice be sent to property owners within a 75 meter radius of the property | 3 phone calls were received regarding the public meeting |

- Analysis of the feedback received, provide a brief summary of the comments to capture the flavour of the feedback received:
  - Feedback and comments received at the public meeting established support and opposition for the proposal. We received 13 comment forms in opposition to this proposal:
    - It was noted that any development on these lands should be consistent with the urban form presented in Montgomery neighbourhood; suggesting that high density development should not be permitted and does not keep within the "Quiet Spirit" of Montgomery.
    - Traffic concerns were raised noting that increased traffic resultant of development would create unsafe streets and diminish the already deteriorating streets in the neighbourhood.
    - It was noted that Montgomery has had to deal with a significant amount of change in the past, including Government Elevators, Semi-traffic, the landfill and related smells and more recently, the wind turbine and proposed Civic Operations Facility. Adding a development similar to that of McNabb Park should not be permitted nor supported.
    - Some respondents do not want to see any development on these lands
    - Outstanding concerns in Montgomery were identified: Viterra related noise, the wind turbine, sewage and water servicing, and the conditions and capacities of the roads. It is felt that until these issues have been dealt with and/or remedied this proposal should not be considered.

- It was noted that these lands have been trees and grass for years and should remain as such.
- One respondent would like to see a comprehensive environmental assessment completed before development.
- We received 11 emails from Montgomery residents opposing the proposed development of 3130 11<sup>th</sup> Street West.
  - Concerns were raised regarding the existing infrastructure and City Hall's knowledge of the issues that are presented in the area (i.e. clay pipes, deteriorating roads).

Quote: *"I don't think that City Hall has a realistic view of what is happening here (Montgomery)"*

- It was noted that more work needs to be done "on the ground" to understand current pressures on the existing infrastructure, along with using current data to project the added pressures resulting from the South Bridge Expansion.
- Citizens assured that Montgomery schools are already taxed with the current number of students; adding that this development will significantly increase the student body in the area.
- Some believe that a more appropriate development would be one that could accommodate seniors from the area who may want to move from their large, labour intensive lots to a senior's complex, townhouses, or other suitable developments within the Montgomery neighbourhood.
- It was noted that a high density development would not be consistent with the character and overall design of the Montgomery neighbourhood, identifying that a lower density development would be more acceptable.
- There was opposition to any high density dwelling development on this parcel of land, regardless of the proposed design.
- It was noted that newer neighbourhoods should accommodate higher density developments, not existing neighbourhoods
- Reference was provided, noting that the areas adjacent to Montgomery houses a large amount of apartments and condominiums (Fairlight Drive, Pedygrasse Drive, and Appleby Drive), which provide enough high density housing in the area.

Quote: *"This community and surrounding areas have enough high density dwellings, so build them elsewhere because we have done our bit."*

- Reservations of the measured impacts on infrastructure from the increased population caused by this development were received.
- It is felt that the proposed development would "greatly alter the culture" of the Montgomery neighbourhood.
- It was noted that Montgomery is already overburdened with the proposed development in the vicinity of the community, including the land fill expansions, the wind turbine, the South Bridge, and the relocation of the Civic Operations Facility.
- People felt that the presenters were unprepared and unprofessional; not answering specific questions that they were asked.

- Some felt that the land in question should be rezoned to R2 or R1 to better correspond with the fabric and design of the neighbourhood.
- People identified the rich history in the Montgomery neighbourhood and are hopeful that the City will ensure that this history is preserved and respected in any future developments on the proposed site.

Quote: *"With Multi-storey buildings come Multi-storey problems."*

- Some mentioned that the proposed development at full build out would bring a population equivalent to more than half of the current population of Montgomery, wondering if the current infrastructure could accommodate the significant increase.

Quote: *"In my opinion, there has never been an issue which has concerned residents more than the one we face in the proposed development..."*

- One resident identified that many people, including a few original veterans are unhappy with the proposal.
  - It was noted that the veterans and Department of Veteran Affairs (DVA) did not have this type of development in mind when they created the community; adding that Fred Mendel did not have this in mind when he donated the land to the Saskatchewan Arts Board.
  - It was noted by North Ridge Developments that the addition of this high density development would result in an acceptable average density for the area; however this was compared to holding an ice cream in one hand, while having the other in boiling water. Mixing two extremes seldom works.
  - Many feel only single family dwellings should be permitted along 11<sup>th</sup> Street West.
- Public Meeting Overview
    - Civic Staff explained RM4 Zoning District and identified its permitted uses. Some Public Meeting participants opposed the density of this development and would prefer to see a zoning district that corresponds better with the density of the Montgomery neighbourhood.
    - Concerns were raised regarding the density and its proximity to the neighbourhood, identifying the safety concerns that would result from added traffic on the Montgomery Streets. Concerns are heightened as there are no sidewalks in Montgomery and deteriorating roads.
      - It was asked if the City is going to look at rebuilding the roads to accommodate the added vehicular traffic.
    - The applicant discussed possible options for development including, care homes, townhouse dwelling groups, and condominium development. They went on to address the eastern parcel and its developer, Seymour Pacific, and their plans for development including three 61 unit apartments.
      - Residents asked if Seymour Pacific would consider smaller buildings (31-39 units) to lessen the impact on the neighbourhood. A representative for Seymour Pacific stated that it is best for them to build the proposed 3 units.

- The Community questioned if Seymour Pacific also handles rentals, which was confirmed. It was questioned if the rental rates would be reflective of the desirability of Montgomery.
- There were questions into the demographic target for this development and if 1 or 2 of these buildings could be adult only. North Ridge Developments confirmed that perhaps 1 or 2 could be 55+.
- Residents clarified that they would like to see mid-level housing developed instead of low-end housing, going on to ask the developers to consider complimenting the exiting architecture and character of Montgomery. North Ridge noted that they don't prejudge what they will build and mentioned that seniors have called their office requesting seniors housing in the area. They went on to say that they will instil architectural guidelines in an attempt to provide a design that maintains the value in the area.
- It was noted that this proposal was an over development and will place added burden on the schools, buses, and the neighbourhood.
- It was questioned if the School Boards had been contacted to voice their opinion toward this development, to which it was noted that preliminary discussions had occurred.
- Traffic concerns were brought up as a result of Seymour Pacific's proposed development with 312 parking spaces.
  - A representative from Stantec noted a traffic model they had completed noting that close to 85% of the traffic will be diverted down 11<sup>th</sup> Street West. The representative went on to say that traffic flow will peak in the morning and evening with a rate of about 200 vehicles per hour.
  - Concern was raised as these results came from older values when 11<sup>th</sup> Street was a dead end street.
- A citizen questioned if North Ridge Developments is going to go for maximum density like Seymour Pacific. North Ridge identified that they are not going for maximum density on this parcel, as indicated by the two storey development acting as a buffer between 11<sup>th</sup> Street West and the proposed multiple-unit building.
- It was asked if the City will allow the development to proceed before the taxes are paid. The City did not respond to this matter, instead North Ridge Developments responded, stating the matter is before the courts.
- It was asked what steps the community has to oppose the development. Civic administration identified that this matter will be heard by City Council, who will make the final decision.
- Questions about underground infrastructure were asked and if the capacity to handle this development exists.
  - Civic administration noted that AECOM completed a study that confirmed the required capacities exist.
- It was asked how many units will be built and what the projected population would be a full build-out.
  - This question was not attended to; North Ridge noted the economic reality is that they will not be developing at full density.
  - Civic Administration clarified that the current population of Montgomery is around 2500 people.
- People noted that they would be happy with a development that is consistent with the neighbourhood

- North Ridge noted that Montgomery is a unique community and, as a result of regulation and economics, will never be reproduced.
- Councillor Lorje identified that the Montgomery infrastructure (clay/fibre pipes, storm water ditches, roads, etc) is reaching the end of its life span and commented that AECOM should reference the servicing records. She added that surface drainage of the two parcels will cause major drainage impacts to Montgomery residents and may result in excessive flooding of already susceptible homes. She had always thought these lands would be developed as 1 to 1.5 storey condominiums (senior), owner occupied. She referenced the Cassino Avenue development and how its 4 unit/acres density fit in nicely with the neighbourhood. She ended with saying the Montgomery neighbourhood has recently seen the proposed relocation of the bus barns, Circle Drive expansion, the wind turbine, and CN/CP rail switching yards, which are all major changes to the neighbourhood, within the last 2 years; noting that Montgomery would like to see the resulting traffic patterns after the South Bridge before making a decision on this development.
- It was noted that Montgomery adopted a “bylaw” to ensure that lot sizes stayed large in the neighbourhood, and asked if single unit lots and houses would command enough profits for the developer.
- It was noted that the interchange at 11<sup>th</sup> Street West has already caused traffic problems at current levels and cannot believe that this will improve with added traffic volumes resulting from the development.
- It was noted that the developer needs to identify the minimum and maximum development, noting that underground parking would be preferred to on-site parking spaces. They went on to contest that sufficient road, sewage and water capacities for this development are in place.
- Civic Administration provided clarification of the next steps in the process (Report, MPC, Public Notice/Advertising, and Council Hearing for Decision) and noted that comments and concerns can be forwarded to Civic Administration until December 15<sup>th</sup>, 2011. It was added that no time frame for this process can be identified at this time.
- Impact of community engagement on the project/issue:
  - The feedback at the meeting will provide MPC and Council with opinions and comments of the surrounding community.
- How will input be used to inform the project/issue:
  - Input received from the community will be used to measure the support of the neighbourhood for this proposal and to highlight any major concerns.
- Any follow up or reporting back to the public/stakeholders
  - Participants at the meeting were advised that they will receive direct notice of the Public Hearing if they provided their name and mailing address on the sign in sheet.

## Next Steps

| Action  | Anticipated Timing |
|---|--------------------|
| Internal Review to be completed with municipal departments  | January 2012       |
| Planning and Development Report prepared and presented to Municipal Planning Commission. MPC reviews proposal and recommends approval or denial to City Council   | February, 2012     |
| Public Notice - report prepared and Public Hearing date set. Westmount Community Association, Community Consultant, Ward Councillor as well as all participants at Public Meeting will be provided with direct notice of Public Hearing, as well as all residents who were notified previously. A notification poster sign by applicant will be placed on site. | March, 2012        |
| Public Hearing – Public Hearing conducted by City Council, with opportunity provide for interested persons or groups to present. Proposal considered together with the reports of the Planning & Development Branch, Municipal Planning commission, and any written or verbal submissions received by City Council.   | March-April, 2012  |
| Council Decision - may approve or deny proposal.  | March-April, 2012  |

### Attachments:

Notice of Public Information Meeting

Completed by: Daniel Gray, Planner 16, 975-7723

Date: December 16<sup>th</sup>, 2011

Please return a copy of this summary to  
 Lisa Thibodeau, Community Engagement Consultant  
 Communications Branch, City Manager's Office  
 Phone: 975-3690 Fax: 975-3048 Email: [lisa.thibodeau@saskatoon.ca](mailto:lisa.thibodeau@saskatoon.ca)





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

---

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

March 1, 2012

City Clerk

Dear City Clerk:

**Re:    Municipal Planning Commission Report for Public Hearing  
      Official Community Plan Amendment - Phase II to Phase I  
      3130 11<sup>th</sup> Street West – RM4 Zoning District  
      Montgomery Place Neighbourhood  
      Applicant: Northridge Development Corporation  
      (File No. CK. 4351-011-13)**

The Municipal Planning Commission, at its meeting held on February 28, 2012, has considered the report of the General Manager, Community Services Department dated February 13, 2012, with respect to the above proposed amendment.

The Commission has reviewed the report with the Administration, the Applicant's representative and representatives of the Montgomery neighbourhood. As discussed in the attached submission, representatives of Montgomery Place reviewed concerns regarding the impact of the proposed development on the Montgomery neighbourhood, including issues relating to the proposed scale and density; impact on infrastructure; accommodation of storm water drainage in the parking lot; impact on traffic; and pedestrian and cycling accessibility from this development. The presenters recommended a reduction in the scale of the buildings from 4 to 3 storeys, as well as a reduction in the density of the multi-unit dwellings to the minimum allowed under the RM4 provisions.

Further issues brought forward to the Commission from Montgomery Place representatives included existing issues impacting access and egress from the Montgomery neighbourhood, including train traffic; impact of development of both Parcels E and F on proportion of single family homes versus multi-family and owner-occupied versus rental in relation to other areas of the city; impact on character of the neighbourhood; lack of amenities in the area to serve the proposed development, including park accessibility and shopping facilities; and storm water handling; as well as other issues impacting the Montgomery neighbourhood.

The Commission reviewed and received clarification on the following further issues from the Applicant's representative and the Administration:

- Northridge has an agreement for sale for Parcel F and the new owners intend to build four-storey rental apartments, using the model of similar projects they are undertaking in Blairmore and Stonebridge. This proposal is for about 190 units. The existing zoning permits this. The application is to amend the Official Community Plan phasing designation of Parcel F from Phase II to Phase I.

March 1, 2012

Page 2

- Issues relating to the traffic study, including traffic flow from the proposed development, changes to traffic with the Circle Drive South Project, and review from an engineering standpoint, as discussed in the submitted report.
- Storm water storage and drainage provisions and how this will operate;
- Provisions for a pocket park to the east of Parcel F, as well as issues relating to pedestrian/cycling access to existing parks and future provisions at Circle Drive intersection.
- Opportunities for the City to work with developer to identify expectations regarding the proposed development, to minimize impact through building orientation and enhanced landscaping provisions.

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

“that the proposal to amend the Official Community Plan Bylaw No. 8769 phasing designation of Parcel F and MR4, plan to be registered (Currently portion of Parcel C, Registered Plan No. 101428657, ISC Surface Parcel No. 153886225) (3130 11th Street West) from Phase II to Phase I be approved.”

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

Yours truly,



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

:dk



## Official Community Plan Notice

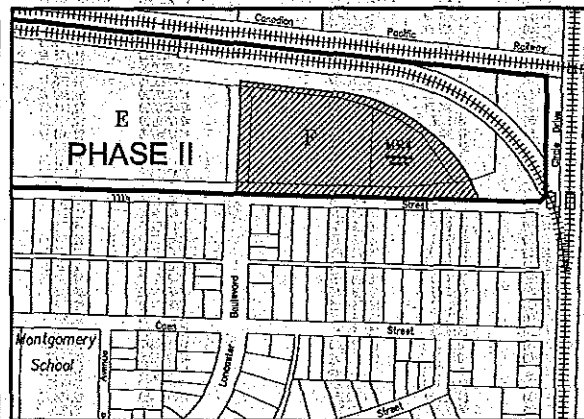
### MONTGOMERY PLACE NEIGHBOURHOOD

#### PROPOSED AMENDMENT TO THE OFFICIAL COMMUNITY PLAN - PHASING MAP - BYLAW NO. 9007

Saskatoon City Council will consider an amendment to the Official Community Plan, Bylaw No. 8769, Through Bylaw No 9007, The Official Community Plan Amendment Bylaw, 2012 (No. 2), the property highlighted in the map below will be redesignated from Phase II to Phase I Development within the Official Community Plan - Phasing Map

**LEGAL DESCRIPTION** - Parcel F and MR4 as shown on Plan of Proposed Subdivision of all of Parcel C, Plan No. 101428657; Parcel C, Reg'd Plan No. 69S18530; and part of Parcel B, Reg'd Plan No. 69S18530; S½ Sec. 25 Twp. 36 Rge. 5 W3Mer., Saskatoon, Saskatchewan, By D.V. Franko S.L.S. February 2011

**CIVIC ADDRESS** - 3130 11th Street West



#### PROPOSED AMENDMENT TO THE OFFICIAL COMMUNITY PLAN - LAND USE MAP

From Phase II to Phase I



**REASON FOR THE AMENDMENT** - The proposed amendment would revise the phased development of the land identified in the map above from Phase II to Phase I, allowing the development of these lands to accommodate multiple-unit residential development in accordance with the existing RM4 Zoning.

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

Community Services Department, Planning and Development Branch  
Phone: 975-7723 (Daniel Gray)

**PUBLIC HEARING** - City Council will hear all submissions on the proposed amendment, and all persons who are present at the City Council meeting and wish to speak on Monday, March 12th, 2012, at 6:00 p.m. in City Council Chamber, City Hall, Saskatoon, Saskatchewan.

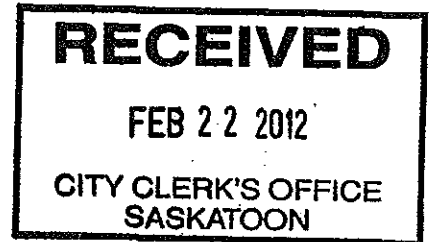
All written submissions for City Council's consideration must be forwarded to:

His Worship the Mayor and Members of City Council  
c/o City Clerk's Office, City Hall  
222 Third Avenue North, Saskatoon SK S7K 0J5

All submissions received by the City Clerk by 10:00 a.m. on Monday, March 12th, 2012, will be forwarded to City Council. City Council will also hear all persons who are present and wish to speak to the proposed Bylaw.

4351-012-2

From: CityCouncilWebForm  
Sent: February 22, 2012 1:09 PM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Leslee Newman  
3303 Caen Street  
Saskatoon  
Saskatchewan  
S7M 3P3

EMAIL ADDRESS:

COMMENTS:

City of Saskatoon Mayor and Council:

The grandchildren of Montgomery Place veterans are looking for homes. Their memories of Montgomery Place leave them dreaming of raising their own families in the neighbourhood. Present residents of the area looked to the land north of 11th Street West as a place where homes would be built that their children could and would buy. Why raise extremely high-density apartment buildings when an attractive blend of single family dwellings, town homes and condos would extend the ambiance of Montgomery Place and provide opportunities for new generations to remain in the neighbourhood?

Other Saskatoon neighbourhoods enjoy the addition of diverse, attractive and sympathetic high-density housing. Why treat Montgomery Place differently?

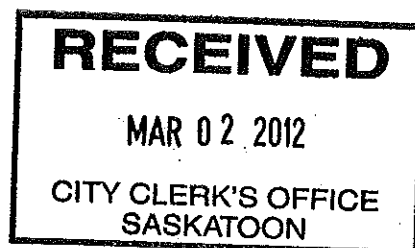
Since the first public meeting on December 1, 2011, you have heard many arguments against the extreme high-density proposals of Seymour Pacific and North Ridge. You've heard: zoning questions; increased traffic congestion concerns; the real possibility that the 11th Street bypass will become a shortcut for truckers heading on and off Highway 7; subsequent roadway upgrades and maintenance demands; infrastructure shortfalls and challenges; school and park capacity; noise and pollution from the elevator, the railway tracks and Circle Drive; sensitivity to the history of this veterans' community and potential loss of identity; the neighbourhood fit of the new development and "the continuity with the nearby residential streetscape and lotting patterns, and the overall compatibility with land uses in the general area," [City of Saskatoon Community Planning Guidelines]; and the incalculable effect of doubling the neighbourhood population on a landbase of 5% of the total neighbourhood area. The scale and impact of the proposed projects (and you cannot consider the Seymour proposal without considering the North Ridge project) are staggering. These are all valid concerns and I leave others to articulate them.

My concern is opportunity for my children and grandchildren to find homes in a new development that extends the character of the community of Montgomery Place northward. Once we looked to the area for seniors' housing for the veterans leaving their homes, but in 2012 that opportunity has all but passed us by. Now we look forward to the future of our children and their children. Please ensure that the 18 acres north of 11th Street, the "field of

weeds" [Councillor Myles Heidt, January 16, 2011] is developed with forward-thinking and thoughtful sensitivity to the neighbourhood of Montgomery Place and to the character of the entire city of Saskatoon.

4351-012-2

From: CityCouncilWebForm  
Sent: March 02, 2012 8:34 AM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Susan Peters  
3203 11th Street West  
Saskatoon  
Saskatchewan  
S7M 1K2

EMAIL ADDRESS:

[speters99999@hotmail.com](mailto:speters99999@hotmail.com)

COMMENTS:

I am writing with regards to the proposed developments by Seymour Developments & Northridge Developments on the land located in Montgomery on 11th Street West.

I am asking that City Council NOT move forward with Phase 1 at this time. I, and many others in Montgomery are concerned that not enough studies have been done with regards to the traffic issues that would certainly be caused by the size of the development that is being proposed for this land. Also; a huge concern is being made with regards to the water drainage problem that would surely occur, regardless of what some so called "studies" may already indicate.

The residents of Montgomery realize that apartment type buildings are probably going to be built but we are asking that the size being proposed be reduced by half.

Also, as has been mentioned by others, including Pat Lorje, no one is certain as to what kind of traffic volume will be coming along the new 11th street extension because the south bridge isn't even open yet.

Please, please hold off on any development of this vacant land until well after the south bridge has been open for awhile. Making a hasty decision now could well affect the flow of traffic on the new 11th Street extension, which includes the 2 accesses into Montgomery.

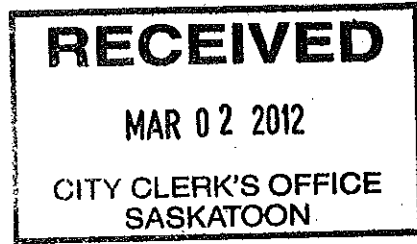
Placing a development of this size in an existing residential area is unusual. Other developments of this kind are included in the planning of a subdivision and people who purchases homes in these areas are aware in advance that these buildings will be there. We, the residents of Montgomery, knew that there would be some kind of development on this land, but no one dreamed that it could possibly be of this magnitude.

In other cities, the existing community is consulted before development so that all concerns can be addressed and residents do not feel that they are being ignored or left out. Acting in haste can only lead to major problems later on. And, I'm sure that other areas of the city would also appreciate this kind of respect.

I appreciate your consideration to this extremely important matter.

4351-012-2

**From:** CityCouncilWebForm  
**Sent:** March 02, 2012 8:41 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

TERRY PETERS  
3203 11TH STREET WEST  
SASKATOON  
Saskatchewan  
S7M 1K2

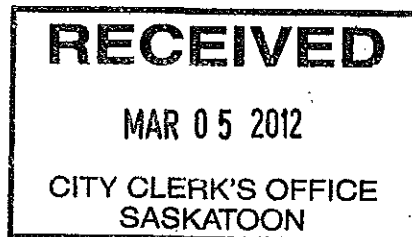
EMAIL ADDRESS:

[ORDER@KLASSENJLRS.COM](mailto:ORDER@KLASSENJLRS.COM)

COMMENTS:

I live on 11th street and have noticed construction equipment moving in on the vacant lot across the street. I have looked into the proposed developement for the area and have some concerns.  
Change is not a bad thing for a community. The 11th street bypass to help feed traffic to the new bridge is OK.  
However change to a neighborhood should reflect the feel of the area at least in some way. Developing the property as the plans now shows does not reflect positive change in the area but has more of a detructive feel to it.  
I would hope the council will see this and not let the deal go through.

From: CityCouncilWebForm  
Sent: March 04, 2012 8:04 PM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Dale Kelly  
3342 Merritt St.  
Saskatoon  
Saskatchewan  
S7M 3P6

EMAIL ADDRESS:

[kelldale@gmail.com](mailto:kelldale@gmail.com)

COMMENTS:

March 4, 2012

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

Attention: His Worship the Mayor and Members of City Council

We are writing to address our concerns with the proposed development of over 700 apartment units on the 18 acres of land located north of 11th street located in Montgomery Place.

It would appear that when one compares Canadian community development 'best practices' and our own Saskatoon land development guidelines, we would not be proposing 700 units on this parcel of land. We believe in the importance of community, spirit of cooperation/consultation and creating an attractive land development project.

We are not disputing the rationale to utilize the land for different types of family accommodation; however, we will question decision makers wisdom to agree to 700 units of development; half that number would keep in the spirit and culture of Montgomery Place. A substantially reduced number would also take a collaborative approach with the community.

We appreciate 'immediate economic returns' drives many business and government decisions; however, clearly society is moving away from the 'quick hit' mentality. People are far more interested in long term development of any idea in society. This type of vision created Montgomery Park in the first place. However, this community has changed over the years, as many other parts of Saskatoon; we morph with changing trends and societal needs.

We believe that if you agree to the development of 700 units it may satisfy the interest of a few; however, it will not address the concerns of the many. We relocated to Montgomery Place from the Queen Elizabeth area and one of our reasons was the 'park like setting' that Montgomery Place enjoys. A home and local community is the reason many of us work long and hard to invest in our homes and volunteer in our communities.



We trust the Mayor and Councillors will reflect with a second look and a deep breath on their responsibilities as civic leaders. How do you want to be remembered by future generations?

Thank you for taking the time to read our concerns and recommendation.

Dale and Jocelyn Kelly  
3342 Merritt St  
Saskatoon, SK  
S7M 3P6

**From:** CityCouncilWebForm  
**Sent:** March 05, 2012 3:29 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

David Prokopchuk  
3141 Dieppe Street  
Saskatoon  
Saskatchewan  
S7M 3S3

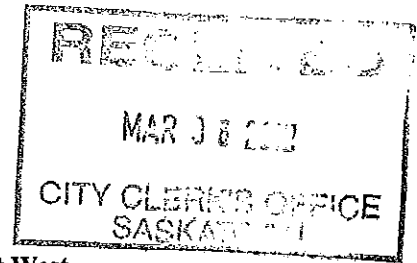
EMAIL ADDRESS:

[dapro@shaw.ca](mailto:dapro@shaw.ca)

COMMENTS:

I wish to address city Council with respect to the matter of the land development in the Montgomery area; specifically the parcel of land north of 11 Street and South of Circle Dr. I would prefer to speak not first, as I believe members of the community Association will be making some presentations and not last as I expect they will be having a speaker who will wrap things up for their presentation.

Yours, respectfully  
David Prokopchuk



March 1, 2012

Mayor and Council  
City of Saskatoon

**Re: Residential Developments 3100 and 3200 Blocks, North of 11<sup>th</sup> Street West  
Seymour Pacific and Northridge**

I am writing this letter to request that you do not allow either of the two developments, in the manner that they are currently intended to occur on these 18 acres of land on 11<sup>th</sup> Street West, to proceed to Phase 1. They need to be rethought and re-worked in order to comply with Saskatoon's own official Community Plan.

RM4 zoning on the properties was inappropriate. Looking at this another way, if the zoning on that property was currently like the rest of Montgomery, the City administration would not even entertain a proposal to change it to RM4. It would be in contravention of Saskatoon's Official Community Plan Bylaw 8769. But somehow it happened.

Developing those particular sites at or even close to the densities allowed by RM4 is another mistake. The little community of Montgomery (population of 2,800 people, roads with ditches and no sidewalks, small schools, no amenities, over a 1 hour or more bus ride to most of the city, few points of access, stressed water and sewer services, poor surface drainage, a multitude of train tracks and level crossings adjacent, a highway or two, a short hop to the landfill, a rumbling grain terminal that annoys us all, bus barns soon to arrive, etc.) cannot handle the density. Someone in the media compared the proposed developments to setting the 2,000 person population of Rosetown on these 18 acres of land. But Rosetown has a lot more amenities than this area of Saskatoon will ever have. Rosetown has better access. Rosetown also has a school population of about 600 children; about half would be elementary school age.

What about maintaining the character of Montgomery? Shouldn't that be a priority, as stated in the Community Plan Bylaw 8769, under 5.2.2 Policies? Montgomery is a neighbourhood of one and two story dwellings. If you come out and look at the site, you will notice that even the developments to the north in Fairhaven are primarily two story townhouses. There isn't a four story walk up in sight. Four story walk ups are completely out of place. Apartment buildings are completely out of place. My mother went out to look at some other developments that Seymour Pacific has provided in Saskatoon. Below is a shot in Blairmore, similar to what the Montgomery residents in the 3100 Block will get to see out their front windows, only the buildings will be much, much closer to 11th street in Montgomery and there will be rows of cars on the 11<sup>th</sup> Street...



Would you consider this compatible with 1 and 2 storey houses? Notice the sea of parking lot, framed by bland and monotonous chunks of building. Now picture that view with cars lining both sides of the street too.

As a matter of fact, did you know that there are no single family houses anywhere near the Blairmore development? So if it wasn't a good idea there, why would it be a good idea in Montgomery?

There were vehicles parked up and down both sides of the streets around the apartments. Obviously the required number of parking stalls is not enough for the number of units. This was taken about 5:45 pm on Monday February 27<sup>th</sup> - so after any construction workers in the area had left (the sites were all closed for the night) and before all the residents got home yet. These buildings aren't even fully occupied yet. So a shot of that....



That's just one of the surrounding streets. The rest are the same. This would suggest that the City needs to take the traffic worries of Montgomery residents seriously. Do a traffic study with up to date data. Look at the current traffic situation around Montgomery. Consider 11<sup>th</sup> Street as it passes through Holiday Park at one driving lane each direction. Study the existing problems at the corner of Avenue P and 11<sup>th</sup>. Don't rely on the Developers to provide that critical information.

Permitting the wrong zoning with the wrong density means that everyone will be losing the opportunity to develop the sites into something that enhances the City rather than creating even more long term problems that will need public money to fix. That's if the problems this creates are fixable.

Please stop and take the time to ensure that all of the 18 acres are appropriately developed. Saskatoon has an opportunity with this land to create something wonderful, unique and that enhances the Montgomery and the City. These developments proposed by Seymour Pacific in particular, and even by Northridge, are not innovative or forward thinking. Please don't let this go ahead and become a blot on our community and our city. Montgomery has a unique character but also an aging infrastructure provided over six decades ago for 100% single family dwellings. A sudden conversion to 47% multiple unit dwellings, that will almost double the population, is sure to exacerbate all our existing problems in the neighbourhood and cause new ones for us.

Julia Schaffel  
3211 11<sup>th</sup> Street West  
Saskatoon S7M 1K2

March 4, 2012

Mayor and Council  
City of Saskatoon

Re: Residential Developments 3100 and 3200 Blocks, North of 11<sup>th</sup> Street West  
Seymour Pacific and Northridge

We are writing this letter to request that you do not allow either of the two developments, in the manner that they are currently intended to occur, to proceed to Phase 1 development on these 18 acres of land on 11<sup>th</sup> Street West.

RM4 zoning on the properties was a mistake. It may be the current zoning but it is certainly not appropriate in this location. Looking at this another way, if the zoning on that property was currently like the rest of Montgomery, the City administration would not even entertain a proposal to change it to RM4. It would be ridiculous. Yet here we are.

Developing those particular sites at or even close to the densities allowed by RM4 is another mistake. The little community of Montgomery (population of 2,800 people, roads with ditches and no sidewalks, small schools, no amenities, over a 1 hour or more bus ride to most of the city, few points of access, stressed water and sewer services, very poor surface drainage, a multitude of train tracks and level crossings adjacent, a highway or two, a short hop to the landfill, a rumbling grain terminal that annoys us all, bus barns soon to arrive, etc.) cannot handle the density. Someone in the media compared the proposed developments to setting the 2,000 person population of Rosetown on these 18 acres of land. But Rosetown has a lot more amenities than this area of Saskatoon will ever have. Rosetown has better access. Rosetown also has a school population of about 600 children; about half would be elementary school age.

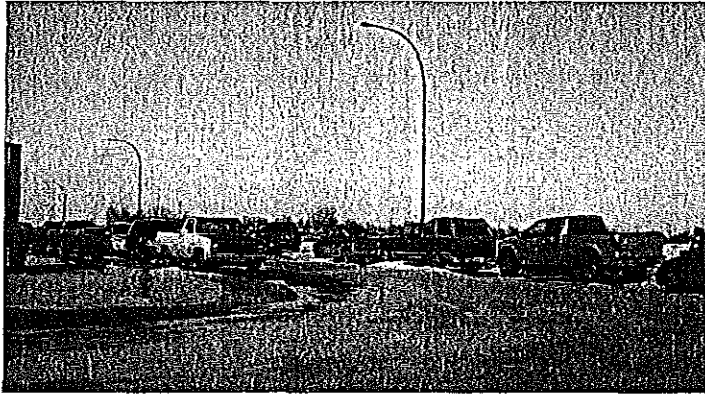
What about maintaining the character of Montgomery? Shouldn't that be a priority in this established and unusual neighbourhood? Montgomery is a neighbourhood of one and two story dwellings. If you come out and look at the site, you will notice that even the developments to the north in Fairhaven are primarily two story townhouses. There isn't a four story walk up in sight. Apartment buildings are completely out of place. Saskatoon's own Official Community Plan indicates, under Section 5.1.2 i) ii), that new development must be compatible with the existing character and nature of the neighbourhood. The proposed developments are not.

We went out to look at some other developments that Seymour Pacific has provided in Saskatoon. Below is a shot from Blairmore, similar to what the Montgomery residents in the 3100 Block will get to see out their front windows, only the buildings will be much, much closer to 11th street in Montgomery and there will be rows of cars on the 11<sup>th</sup> Street....



The photo is small, but note the sea of parking lot, framed by bland and monotonous chunks of building. That is not compatible with the existing character of the Montgomery neighbourhood. As a matter of fact, there are no single family houses anywhere near the Blairmore development. So if it wasn't a good idea there, why would it be a good idea in Montgomery?

We saw vehicles parked up and down both sides of the streets around the apartments. Obviously the required number of parking stalls is not enough for the number of units. This was taken about 5:45 pm on Monday, February 27<sup>th</sup> – so after the construction sites were all closed for the night and before all the residents got home yet. These buildings aren't even fully occupied yet. (As a matter of fact, southwest Saskatoon has the highest vacancy rates in the City, so then the least demand for apartments?) So a shot of that below...we would have taken more, but there were too many moving cars around us and, because of the parked cars, no where to pull off the road.



That's just one of the surrounding streets. The rest are the same. This would suggest that the City needs to take the traffic worries of Montgomery residents seriously. Do a traffic study with up to date data. Look at the current traffic situation in and around Montgomery, on the 11<sup>th</sup> Street Loop/Bypass and further down 11<sup>th</sup> Street as it passes through Holiday Park at one driving lane each direction. Study the existing problems at the corner of Avenue P and 11<sup>th</sup>. **Don't accept a 15 month old report. Everything has changed since 2010 when through traffic avoided 11<sup>th</sup> Street because of the construction. That was a situation that is long gone, and that Traffic Study is obsolete.**

Here is a shot taken on Friday morning, March 2<sup>nd</sup> at 8:40 am, looking west on Caan Street from Lancaster. That's a typical view on every street except 11th. The width of the street, shared by cars and pedestrians, is visible if you look closely. No sidewalks. Ditches on both sides of the roadway.



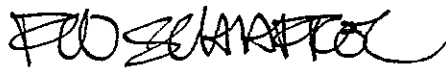
Permitting the intense density to proceed as proposed to Phase 1, with the inherent traffic and water service and drainage problems of the area, means a lost opportunity to develop the sites into something that might enhance the City. Please don't create even more long term problems that will need public money to fix. That's if the problems this creates are fixable. As long time residents who spent a solid week in spring 2011 pumping the water in our backyard away from the basement alongside many of our neighbours (it certainly didn't evaporate faster than the rate that rain fell or snow melted), please require that the developers study the site drainage and water issues thoroughly and solve them with well tested solutions. Please don't accept theories, get facts instead. Please check the data. What if their proposals don't work? Who will be left with the consequences?

Montgomery has a unique character but also an aging and faltering infrastructure provided over six decades ago for 100% single family dwellings. A sudden conversion to 47% multiple unit dwellings, that will almost double the population, is sure to exacerbate all our existing problems in the neighbourhood and cause new ones for us. A low percentage of only 53% single family units in a suburban neighbourhood that is totally without any of the amenities that one would find in a Suburban Centre is poor planning. Riversdale, with much better access to everything is 73% single family. Confederation, with access to bus routes, groceries, banks, gas and employment opportunities is still 80% single family units.

Please stop and take the time to ensure that all of the 18 acres are appropriately developed. Saskatoon has an opportunity with this land to create something wonderful, unique and that enhances the Montgomery and the City. These developments proposed by Seymour Pacific in particular, and even by Northridge, are not innovative or forward thinking or even site specific. Please don't make let this go ahead without making sure that this is the right fit for the Montgomery neighbourhood.



Ann March and Frank Schaffel  
3211 11<sup>th</sup> Street West  
Saskatoon S7M 1K2



## **Bryant, Shellie (Clerks)**

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**From:** CityCouncilWebForm  
**Sent:** March 06, 2012 8:02 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council

TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Rod & Lorena Goertzen  
3137 11th Street West  
Saskatoon  
Saskatchewan  
S7M 1K1

EMAIL ADDRESS:

lcg765@gmail.com

COMMENTS:

Issue: HEARING: Montgomery Place Neighbourhood Proposed Amendment to the Official Community Plan

Recommendation: Rejecting of Proposed Amendment to the Official Community Plan

Your Honour;

My wife and I chose to move to Montgomery Place 28 years ago. It was our choice to live with the train tracks, the industry adjacent to the community and the various infrastructure realities of our neighbourhood. This includes the safety issues of children and adults walking on the streets because there are no sidewalks. We accepted these issues and bought an established house in a developed community.

The current pedestrian and vehicle traffic flows are toleratable on our streets. We do not know the impact of the completion of Circle Drive on traffic flow into and past Montgomery Place. The proposed new developments could double the population of our neighbourhood. I strongly question the traffic flow study which was earlier conducted for the project. We still experience 20 minute traffic delays due to train traffic to both the east and west access points to Montgomery Place. I sincerely hope that we never have emergency vehicles being delayed due to access issues.

We choose to live at our address and pay our current property taxes for the above reasons and especially that there were no apartment buildings next to us or across the street. The high density proposed plan for the civic address 3130 11th Street West and Phase II do not have a transition from the existing neighbourhood to four storey apartment buildings. The decision to accept the proposed plan would not be consistent with community best planning practices, it would devalue our property, and it would change the nature and character of our neighbourhood.

The proposed Phase I and II plans cannot be considered in isolation. The total impact of the developments must be considered on Montgomery Place. My wife and I therefore request your leadership and the leadership of our elected counsellors to reject the proposed amendment; to allow for City Planning, the developers and Montgomery Place to work together to find a solution which allows for a sustainable community at Montgomery Place.

Please vote NO to the proposed amendment on Monday March 12.

Sincerely;

Rod & Lorena Goertzen



4a)



## Public Notice



### INTENT TO BORROW

City Council will be considering a report from the Administration at a Council meeting to be held on Monday, March 12, 2012 at 6:00 p.m., Council Chambers, City Hall recommending:

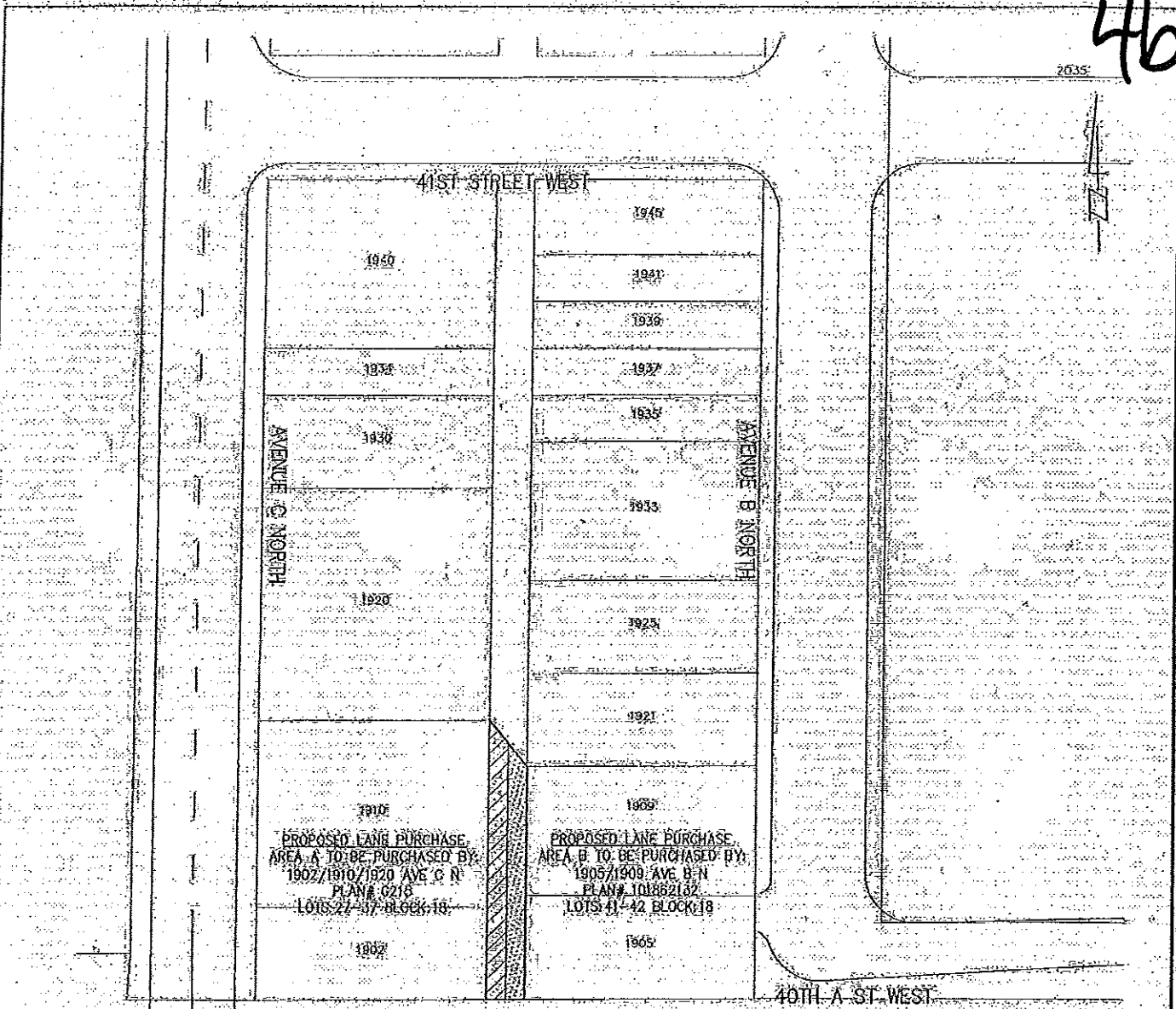
That City Council authorize borrowing to finance the following projects approved, in principle, through capital budgets and capital plans:

- a) up to \$6,000,000 for the Wastewater Odour Abatement System project (capital project 1234);
- b) an additional \$397,000 (up to \$450,000) for the Wastewater Lift Station Upgrades Project (capital project 1243);
- c) up to \$7,500,000 for the Wastewater Energy Recovery Project (capital project 1247);
- d) up to \$9,000,000 for the Water Treatment Plant Enhanced Disinfection System Project (capital project 2195);
- e) an additional \$1,000,000 (up to \$24,220,000) for the Water Treatment Plant – reservoir capacity expansion throughout the distribution system (capital project 2198);
- f) an additional \$4,300,000 (up to \$7,000,000) for the design and expansion of the Wastewater Treatment Plant – Operations Facility Upgrade Project (capital project 2212);
- g) up to \$2,600,000 for the Wastewater Liquid Waste Haulers Station Project (capital project 2224);
- h) up to \$1,200,000 for the Landfill Gas Energy Project (capital project 2305); and
- i) an allowable 10% variance on the borrowing requirements for each project identified. Any variance greater than 10% of the borrowing amount identified must be reported to City Council.

*The Cities Act and City Council Bylaw 8171 require that City Council give public notice before borrowing money, lending money or guaranteeing the repayment of a loan.*

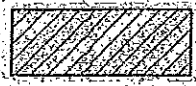
For more information, contact the City Clerk's Office: 975-3240

Attachment  
46

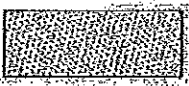


PROPOSED LANE PURCHASE  
AREA A TO BE PURCHASED BY:  
1902/1910 AVENUE C N  
PLAN# G218  
LOTS 27-37 BLOCK 18


PROPOSED LANE PURCHASE  
AREA B TO BE PURCHASED BY:  
1905/1909 AVENUE B N  
PLAN# T01862132  
LOTS 41-42 BLOCK 18



PROPOSED LANE PURCHASE  
AREA A = 133.24 m<sup>2</sup>  
= 1434.23 ft<sup>2</sup>



PROPOSED LANE PURCHASE  
AREA B = 121.55 m<sup>2</sup>  
= 1308.34 ft<sup>2</sup>

|                                    |  |  |
|------------------------------------|--|--|
| PLAN DESCRIPTION/REVISIONS         |  <p><b>City of Saskatoon</b><br/>Infrastructure Services Department</p> | APPROVED   |
|                                    |  | <p>GENERAL MANAGER<br/><i>Okalaburkin</i></p> <p>ENGINEER<br/><i>G... Harris</i></p> <p>ENGINEER</p> |
| DRAWN BY: JMR<br>DATE: 2012 JAN-23 | <p>PROPOSED LANE PURCHASE<br/>LANE BETWEEN 1909 AVENUE B NORTH &amp;<br/>1910 AVENUE C NORTH</p>   | <p>ENGINEER</p>  |
| SCALE: HOR. 3:1000 VERT.           |  | <p>PLAN NO. 240-0030-006r001</p>   |

**BYLAW NO. 9009**

**The Street Closing Bylaw, 2012 (No. 2)**

The Council of The City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as The Street Closing Bylaw, 2012 (No. 2).

**Purpose**

2. The purpose of this Bylaw is to close a portion of lane adjacent to 1905 and 1909 Avenue B North and 1902 and 1910 Avenue C North, Saskatoon, Saskatchewan.

**Closure of Portion of Lane**

3. All that portion of lane adjacent to 1905 and 1909 Avenue B North and 1902 and 1910 Avenue C North more particularly described as Part of Lane 19, Registered Plan No. G215 lying adjacent to Lots 32-37, Block 18, Registered Plan G215 & Lots 41 & 42, Block 18, Plan No. 101862132, Saskatoon, Saskatchewan, as shown within the bold dashed lines on a plan of proposed subdivision prepared by T.R. Webb, S.L.S. dated November 28, 2011, and attached as Schedule "A" to this Bylaw, is closed.

**Coming into Force**

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

|                        |        |         |
|------------------------|--------|---------|
| Read a first time this | day of | , 2012. |
|------------------------|--------|---------|

|                         |        |         |
|-------------------------|--------|---------|
| Read a second time this | day of | , 2012. |
|-------------------------|--------|---------|

|                                   |        |         |
|-----------------------------------|--------|---------|
| Read a third time and passed this | day of | , 2012. |
|-----------------------------------|--------|---------|

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Mayor

---

City Clerk

**DRAFT**

Schedule "A" to Bylaw No. 9009

PLAN OF PROPOSED CLOSURE &  
SUBDIVISION OF PART OF LANE L19

REG'D PLAN NO. G215  
& CONSOLIDATION WITH  
LOTS 32-37, BLOCK 18  
REG'D PLAN NO. G215  
& CONSOLIDATION WITH  
LOTS 41&42, BLOCK 18

PLAN NO. 101862132  
IN N.E. 1/4 SEC. 5,  
TWP. 37, RGE. 5, W 3 Mer  
SASKATOON, SASKATCHEWAN  
BY T. R. Webb, S.L.S.

SCALE 1:500  
NOVEMBER 28, 2011 41st STREET

Dimensions shown are in metres and decimials thereof.  
Parcel dimensions may differ from the final plan of survey by 1.0m metres.  
Portion of lane to be closed is shown hatched.

Portion of this plan to be subdivided is outlined in red with a bold dashed line and contains 0.344 ha (0.853 ac).

T. R. Webb, November 28, 2011  
Saskatchewan Land Surveyor

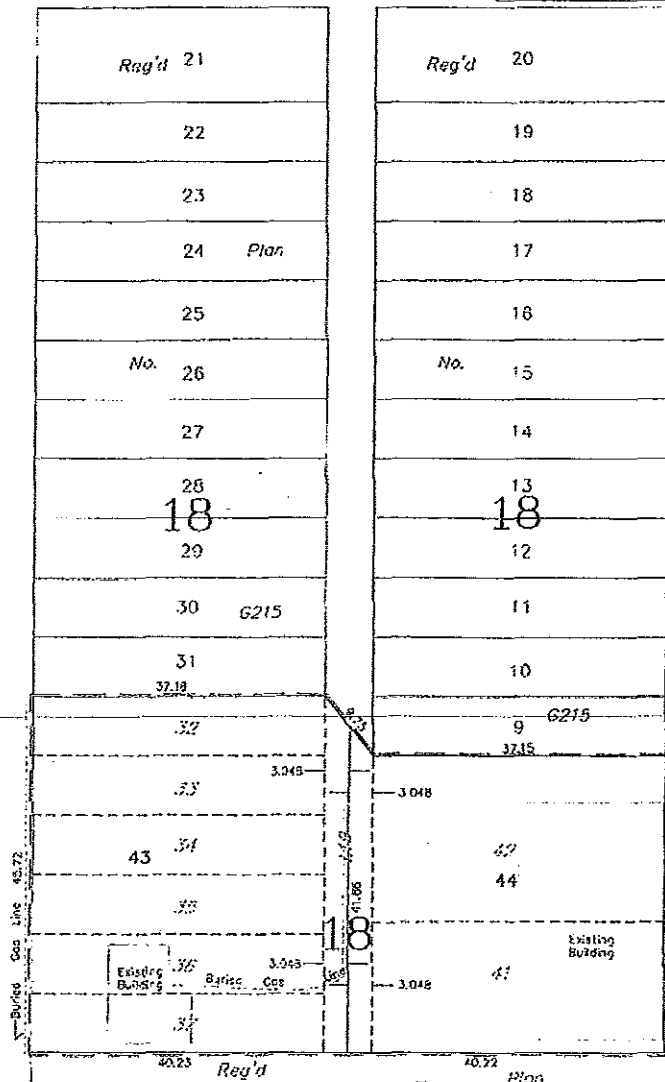
SEAL

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

Date  
Community Services Department

AVENUE C

AVENUE B



No.

L

80539127

Prepared by  
T. R. Webb  
Saskatchewan Land Surveyor



## Public Notice

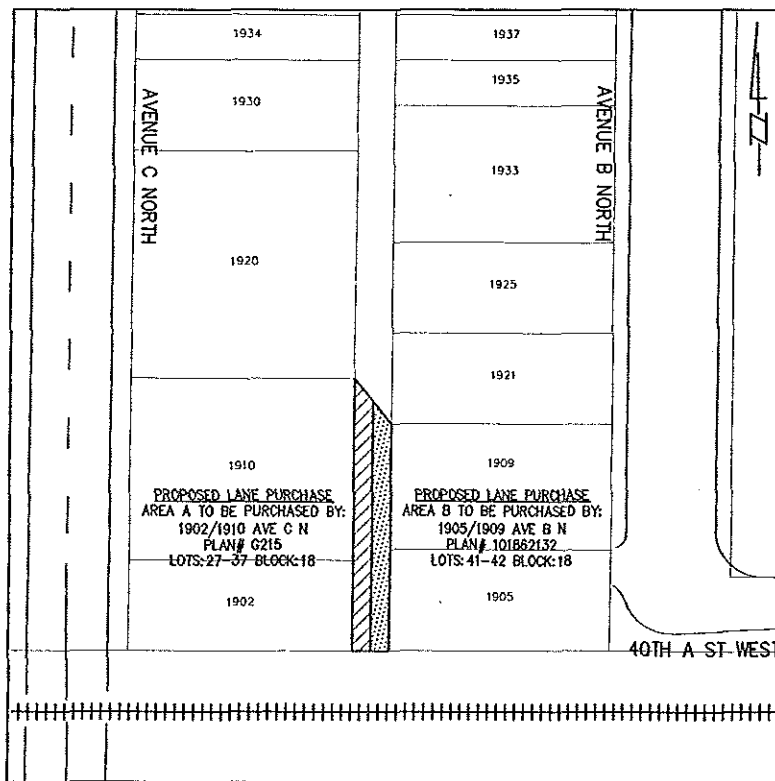


### PROPOSED LANE CLOSURE - 1905 -1909 AVENUE B NORTH AND 1902 - 1910 AVENUE C NORTH

City Council will consider and vote on a proposal from Infrastructure Services to close the lane right-of-way adjacent to 1905 -1909 Avenue B North and 1902 - 1910 Ave C North.

Should this closure be approved by City Council, the right-of-way will be sold for \$9,598.89 plus GST and consolidated with the adjacent property.

Notices have been sent to parties affected by this closure.



**INFORMATION** – Questions regarding the proposal may be directed to the following:

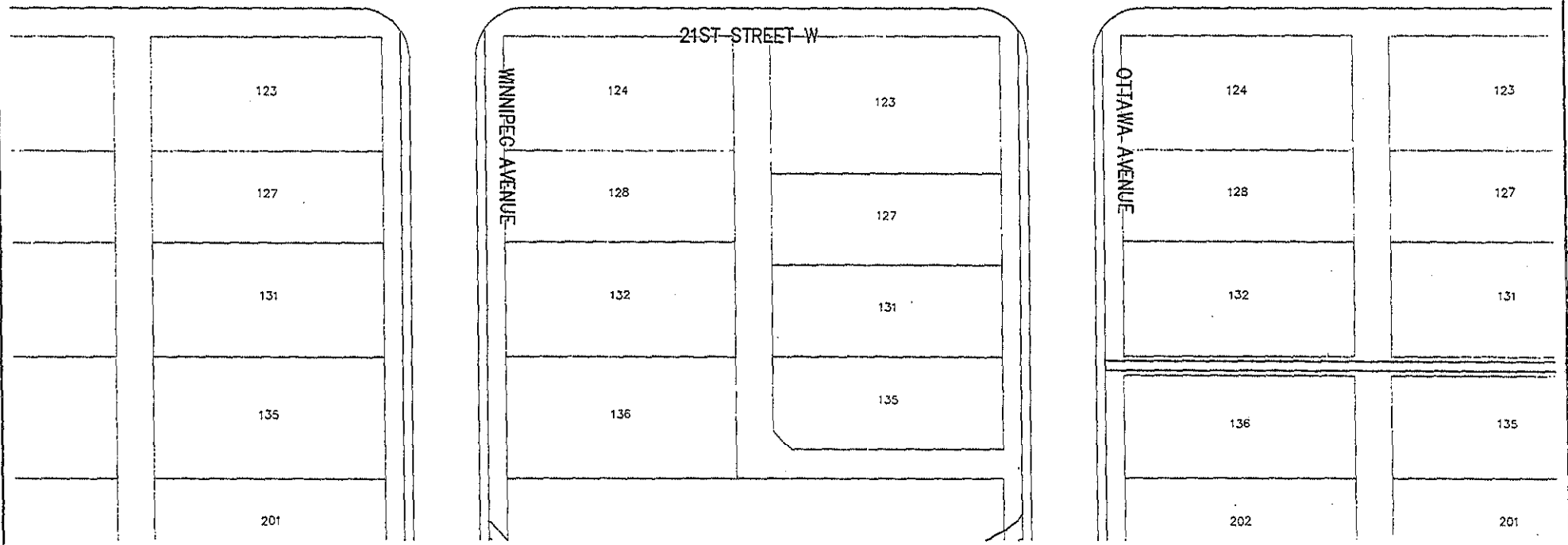
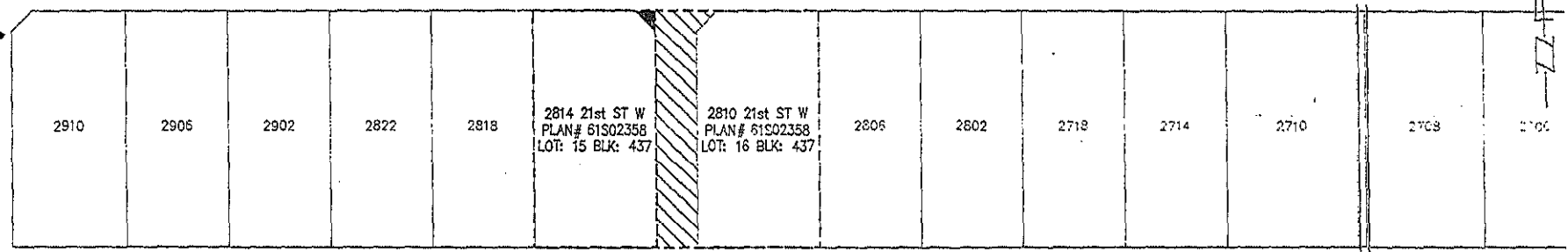
Infrastructure Services, Transportation Branch  
 City Hall, 222 Third Avenue North, Saskatoon, SK S7K 0J5  
 8:10 a.m. to 5:00 p.m.  
 Monday to Friday (except holidays)  
 Phone: 975-2464 (Leslie Logie-Sigfusson)


**PUBLIC MEETING** – City Council will hear all submissions on the matter and all persons who are present at the City Council meeting and wish to speak on Monday, March 12, 2012, at 6:00 p.m. in City Council Chambers, City Hall, Saskatoon, Saskatchewan.

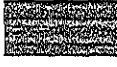
Written submissions for City Council's consideration must be forwarded to:  
 His Worship the Mayor and Members of City Council  
 c/o City Clerks Office, City Hall  
 222 Third Avenue North, Saskatoon, SK S7K 0J5

All written submissions received by the City Clerk by 10:00 a.m. on Monday, March 12, 2012, will be forwarded to City Council.

Attachment 1  
40



 CLOSURE AREA 'A'  
TO BE CONSOLIDATED WITH  
2810 21st STREET WEST  
AREA = 215.5 m<sup>2</sup>  
2319.70 ft<sup>2</sup>

 CLOSURE AREA 'B'  
TO BE CONSOLIDATED WITH  
2814 21st STREET WEST  
AREA = 4.64 m<sup>2</sup>  
49.95 ft<sup>2</sup>

| PLAN DESCRIPTION/REVISIONS             |                                      |
|--|--------------------------------------|
| 4                                      |                                      |
| 3                                      |                                      |
| 2                                      | REVISED CLOSURE AREA JMR 2011-JUL-12 |
| 1                                      |                                      |
| DRAWN BY <u>JMR</u>                    |                                      |
| DATE <u>2010-SEP-27</u>                |                                      |
| SCALE : HOR. <u>1:1000</u> VERT. _____ |                                      |



**City of Saskatoon**  
Infrastructure Services Department

PROPOSED LANE CLOSURE  
LANE BETWEEN 2810 & 2814 21ST ST W

APPROVED

GENERAL MANAGER  
*Angela Bordenier*

ENGINEER  
*Smart*

ENGINEER

PLAN NO. 240-0016-007r002

**BYLAW NO. 9010**

**The Street Closing Bylaw, 2012 (No. 3)**

The Council of The City of Saskatoon enacts:

**Short Title**

- 1. This Bylaw may be cited as The Street Closing Bylaw, 2012 (No. 3).

**Purpose**

- 2. The purpose of this Bylaw is to close a portion of the lane adjacent to 2810 and 2814 21<sup>st</sup> Street West, Saskatoon, Saskatchewan.

**Closure of Portion of Lane**

- 3. All that portion of lane adjacent to 2810 and 2814 21<sup>st</sup> Street West more particularly described as all of Lane L20, Registered Plan No. 61S02358 (Surface Parcel #166064351) lying adjacent to Lots 15 & 16, Block 437, Registered Plan 61S02358, Saskatoon, Saskatchewan, as shown within the bold dashed lines on a plan of proposed subdivision prepared by T.R. Webb, S.L.S. dated November 25, 2011, and attached as Schedule "A" to this Bylaw, is closed.

**Coming into Force**

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

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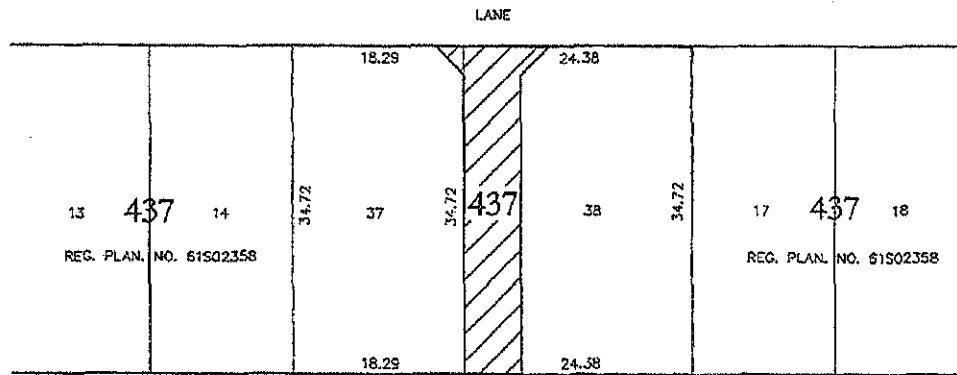
|                                   |        |         |
|-----------------------------------|--------|---------|
| Read a first time this            | day of | , 2012. |
| Read a second time this           | day of | , 2012. |
| Read a third time and passed this | day of | , 2012. |

\_\_\_\_\_  
Mayor

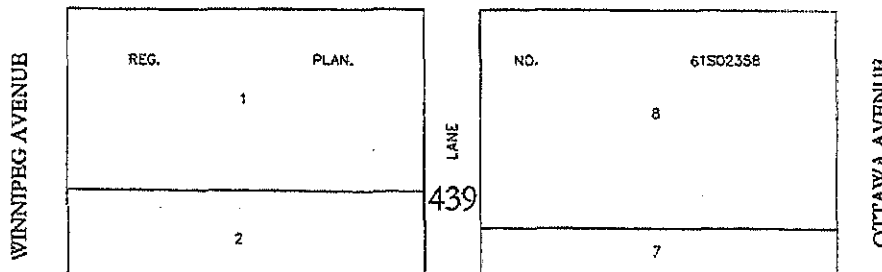
\_\_\_\_\_  
City Clerk



Schedule "A" to Bylaw No. 9010



TWENTY - FIRST STREET



PLAN OF PROPOSED  
 LANE CLOSURE &  
 SURFACE SUBDIVISION OF  
 LANE L20, REG'D PLAN  
 NO. 61S02358 &  
 CONSOLIDATION WITH  
 LOTS 15 & 16, BLOCK 437  
 REG'D PLAN NO. 61S02358  
 2810 & 2814 - 21ST 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 red with a bold, dashed line and contains a total of 0.15± ha (0.37± 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 25, 2011  
 Saskatchewan Land Surveyor

Seal

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

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

Prepared by

*T.R. Webb*  
 Webb Surveys

© 2012  
 11-2256ar NLD





## Public Notice

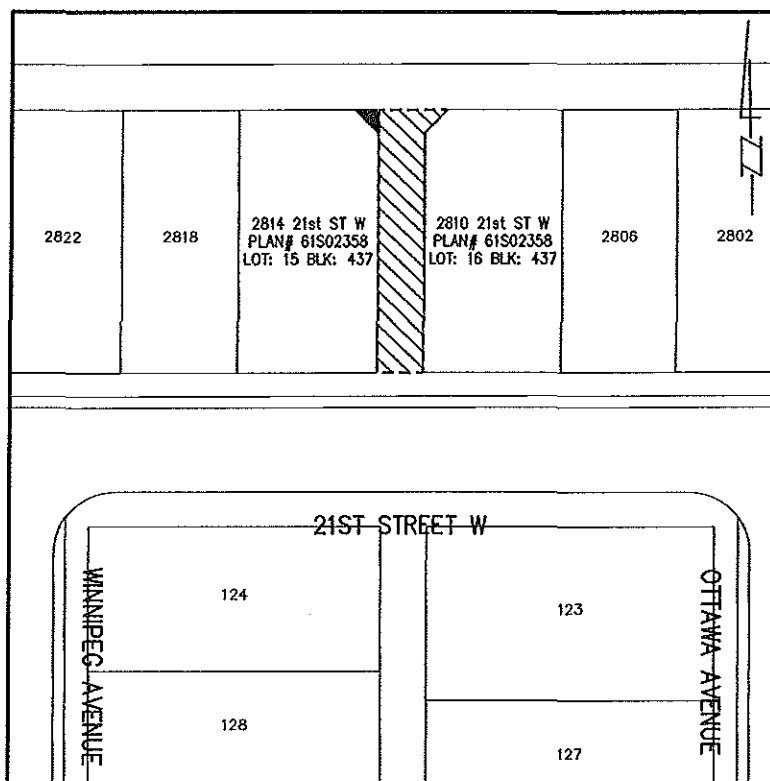


### PROPOSED LANE CLOSURE - 2810 AND 2814 - 21ST STREET WEST

City Council will consider and vote on a proposal from Infrastructure Services to close the lane right-of-way adjacent to 2810 and 2814 - 21st Street West.

Should this closure be approved by City Council, the right-of-Way will be sold for \$2,368.00 plus GST and consolidated with the adjacent property.

Notices have been sent to parties affected by this closure.



**INFORMATION** – Questions regarding the proposal may be directed to the following:

Infrastructure Services, Transportation Branch  
 City Hall, 222 Third Avenue North, Saskatoon, SK S7K 0J5  
 8:10 a.m. to 5:00 p.m.  
 Monday to Friday (except holidays)  
 Phone: 975-2464 (Leslie Logie-Sigfusson)

**PUBLIC MEETING** – City Council will hear all submissions on the matter and all persons who are present at the City Council meeting and wish to speak on **Monday, March 12, 2012, at 6:00 p.m. in City Council Chambers, City Hall, Saskatoon, Saskatchewan.**

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

All written submissions received by the City Clerk by 10:00 a.m. on Monday, March 12, 2012, will be forwarded to City Council.

His Worship the Mayor and City Council  
The City of Saskatoon

## **ADMINISTRATIVE REPORTS**

### **Section A – COMMUNITY SERVICES**

**A1) Land-Use Applications Received by the Community Services Department  
For the Period Between February 16, 2012 to February 29, 2012  
(For Information Only)  
(Files CK. 4000-5, PL. 4135 and PL. 4300)**

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

The following applications have been received and are being processed:

#### Condominium

- Application No. 4/12: 211 Ledingham Street (59 New Units)  
Applicant: GDP Rosewood Pointe Homes Inc.  
Legal Description: Parcel 2, Plan 102039937  
Current Zoning: RM3  
Neighbourhood: Rosewood  
Date Received: February 16, 2012

#### Subdivision

- Application No. 6/12: 810 Hampton Circle  
Applicant: Webster Surveys for Vantage Developments Corp.  
Legal Description: Parcel E, Plan 101966834  
Current Zoning: RMTN  
Neighbourhood: Hampton Village  
Date Received: February 15, 2012
- Application No. 7/12: 2810 and 2814 21<sup>st</sup> Street East  
Applicant: Webb Surveys for Robert and Victoria Roy, and  
Tony and Bertha Vukelic  
Legal Description: Closure of Lane L20, Consolidated with  
Lots 15 and 16, Block 437, all in Plan 61S02358  
Current Zoning: R2  
Neighbourhood: Meadowgreen  
Date Received: February 27, 2012

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental and/or greenhouse gas implications.

### **PUBLIC NOTICE**

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

### **ATTACHMENTS**

1. Plan of Proposed Condominium No. 4/12
2. Plan of Proposed Subdivision No. 6/12
3. Plan of Proposed Subdivision No. 7/12

**A2) Naming Report – “Evergreen and Rosewood Park Names”**  
**File No.: CK. 4205-1; PL. 4001-5**

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

### **REPORT**

The park name plans for the Rosewood and Evergreen neighbourhoods were provided to the Naming Advisory Committee Administrator from the Parks Branch (see Attachments 1 and 2).

The Parks Branch has made a request for names to be applied to one park in Rosewood and five parks in Evergreen. His Worship Mayor Donald Atchison has selected six names from the Names Master List, which are indicated on the attached plans. The names selected are as follows:

- 1) Struthers – James K. Struthers – Previous owner of the Star Phoenix; Vice President for the Leader Post; and General Manager of CKCK. Was involved with Junior Achievement and Participation – Rosewood Linear Park;
- 2) Funk – Don and Doug Funk – Provided a vision for the development of Gordon Howe Park into a major softball complex; appointed to various national and international softball management positions; also involved with hockey, lacrosse, curling and 1989 Jeux Canada Games – Evergreen Neighbourhood Park;

- 3) Korpan – Nicholas Harold Korpan – Served in the Saskatoon Light Infantry Militia and overseas in the 8<sup>th</sup> RECCE Armoured Unit. Worked in Saskatoon (21 years) with Caterpillar Ltd.; started Korpan Tractor in 1950; was very involved in Masonry as a member of Imperial Lodge No. 60 – Evergreen Pocket Park;
- 4) Lacoursiere – Bob Lacoursiere – Volunteered in baseball at the community, provincial, national and international levels. Was President of the Saskatchewan Baseball Association, the Western Canada Baseball Association, and the Canadian Federation of Amateur Baseball – Evergreen Linear Park;
- 5) Klombies – Robert Klombies Sr., Robert Klombies Jr., and Ronald Klombies – Robert Klombies Sr. was a founding partner of Saskatoon Real Estate Agencies in 1938 and later became Klombies Limited. Robert Klombies Jr. and Ronald Klombies also were involved in the family business. All three men were very involved in Kinsmen Club of Saskatoon – Evergreen Linear Park; and
- 6) Edward S. Blain – Councillor from 1909 to 1910 – Evergreen Pocket (Drainage) Park.

According to the Naming of Civic Property and Development Areas Policy No. C09-008, all requests for park names 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.

His Worship Mayor Donald Atchison notified the Naming Advisory Committee Administrator of the names selected. The selection of His Worship Mayor Donald Atchison was forwarded to the Land Branch and the Parks Branch, and the families have been notified.

### **PUBLIC NOTICE**

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

### **ATTACHMENTS**

1. Map of Rosewood Park Names
2. Map of Evergreen Park Names

## **Section B – CORPORATE SERVICES**

### **B1) Report on Write-Downs of Surplus Inventory - 2011 (Files CK. 1290-1 and CS.1290-1)**

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

### **REPORT**

On an annual basis, the Inventory and Disposal Services Section of the Finance Branch submits a report to City Council on the amount of the inactive stock that is written off. For the year 2011, the write-downs of surplus/obsolete inventory were as follows:

|  | <b>Write Down</b> | <b>% of Inventory</b> |
|--|-------------------|-----------------------|
| Corporate Services, Central Stores           | \$ 0              | 0                     |
| Utility Services, Saskatoon Light & Power    | 16,818.39         | 1.2%                  |
| Infrastructure Services, Electronic Stores   | 0                 | 0                     |
| Infrastructure Services, Public Works Stores | 0                 | 0                     |

### **FINANCIAL IMPLICATIONS**

The total write-downs of \$16,818.39 have been expensed to the appropriate operating programs in 2011.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

### **PUBLIC NOTICE**

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

### **ATTACHMENT**

1. Utility Services, Saskatoon Light & Power Stores Inventory Write-Downs.

**B2) Incentive Application – Lean Machine Metal Fabrication Inc.  
(File No. CK. 3500-15)**

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- RECOMMENDATION:**
- 1) that the application from Lean Machine Metal Fabrication Inc. for a five-year tax abatement on incremental taxes at 3602 Wheeler Avenue be approved as follows:  
  
100% in Year 1  
80% in Year 2  
70% in Year 3  
60% in Year 4  
50% in Year 5;
  - 2) that if Lean Machine Metal Fabrication Inc. proceeds to lease out any portion of the new building, the Lessee would be ineligible for any further incentive; and
  - 3) that the City Solicitor be instructed to bring forward the appropriate bylaw and agreement.

**REPORT**

Attached is a report from Brian Leverick, Chair, Saskatoon Regional Economic Development Authority Inc. (SREDA) Incentives Review Sub-Committee. The report is self-explanatory and provides the required information for City Council to consider the request by Lean Machine Metal Fabrication Inc. for a five-year tax abatement.

**ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

**PUBLIC NOTICE**

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

**ATTACHMENT**

1. Report – Chair, SREDA Incentives Review Sub-Committee.

## **Section E – INFRASTRUCTURE SERVICES**

### **E1) Gating and Locking Weir Parking Lot (File No. CK. 5000-1)**

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**RECOMMENDATION:** that the gates installed at the entrance and exit to the weir parking lot remain in place, and that they continue to be locked from 11:00 p.m. to 5:30 a.m. nightly.

### **BACKGROUND**

At its meeting held on September 14, 2009, Council considered a report of the General Manager, Infrastructure Services Department, in response to an enquiry from Councillor Hill regarding gating and locking of the weir parking lot in an attempt to reduce complaints about noise, vandalism, partying and other unsavoury activities around the weir late at night. The report indicated that temporary gates would be installed at the entrance and exit to the parking lot, which would be locked from 11:00 p.m. to 5:30 a.m., for a trial period of May 1, 2010 to October 31, 2010, and that the Administration would report back to Council with a recommendation as to whether permanent gates should be installed, or if they should be removed.

### **REPORT**

Permanent gates were installed at the weir parking lot entrance and exit in June, 2010, as temporary gates were not an option due to surrounding infrastructure.

Both the Administration and Saskatoon Police Services have monitored the weir parking lot and have concluded that there has been a significant decrease in late night activity since the installation of the gates. Saskatoon Police Services has also confirmed that the number of disturbance calls has significantly reduced.

The Administration is, therefore, recommending that the gates installed at the entrance and exit to the weir parking lot remain in place, and that they continue to be locked from 11:00 p.m. to 5:30 a.m. nightly.

### **OPTIONS**

No other options were considered.

### **POLICY IMPLICATIONS**

There are no policy implications.

### **FINANCIAL IMPLICATIONS**

There are sufficient funds within the existing Operating Budget to maintain the gates.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

### **PUBLIC NOTICE**

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

#### **E2) School Zone Installation Alerces Spanish Bilingual School (Files: CK. 5200-5; IS. 6280-3)**

**RECOMMENDATION:** that new school zone signage be installed for the Alerces Spanish Bilingual School at 2617 Clarence Avenue South, as per attached Plan 212-0056-003r001 (Attachment 1).

### **REPORT**

Infrastructure Services has been requested to install school zone signing for Alerces Spanish Bilingual School (in St. Martin's United Church) located at 2617 Clarence Avenue South.

Consultations with the principal and a representative of the independent school board have resulted in the preparation of a school signing plan. The reduced speed school zone will be located on Clarence Avenue and Wilson Crescent. The main entrance to the school is located off of the lane, therefore, the existing playground signs will be replaced with "School Ahead" signage to enhance student safety. The proposed changes are acceptable to Infrastructure Services, the school board, and the school's principal.

The Administration is recommending that new school zone signage be installed for the Alerces Spanish Bilingual School, as per attached Plan 212-0056-003r001.

### **OPTIONS**

No other options were considered.



### **POLICY IMPLICATIONS**

The installation of the Alerces Spanish Bilingual School speed zone is in accordance with Policy C07-015 – Reduced Speed Zones for Schools.

### **FINANCIAL IMPACT**

The cost to install the school speed zone is approximately \$2,000. Funding is available within approved Capital Project 1506 – Traffic Signing Replacement.

### **PUBLIC NOTICE**

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

### **ATTACHMENT**

1. Plan 212-0056-003r001.

**E3) Capital Project 787 – Traffic Bridge  
Post Budget Approval  
Engineering Services Agreement  
Design Build Replacement – Traffic Bridge  
(File No. CK. 6050-8 and IS. 6005-104-02)**

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- RECOMMENDATION:**
- 1) that the scope of the Engineering Services Agreement with Stantec Consulting Ltd. for the provision of services of an Owner’s Engineer for the design build replacement of the Traffic Bridge, at a total estimated cost of \$1,534,516 (plus G.S.T. and applicable P.S.T.) be increased by \$300,000 (plus G.S.T. and applicable P.S.T.), to include all works to load test one of the piers;
  - 2) that Stantec Consulting Ltd. be given notice to proceed with the project to a maximum of \$825,000, with subsequent notice to be given upon Council approval of the balance of the project budget;

- 3) that the Administration be directed to proceed with the demolition and removal of Span 1 of the Traffic Bridge upon completion of the pier load testing as soon as practicable;
- 4) that post budget approval in the amount of \$925,000 for Capital Project 787 – Traffic Bridge be approved;
- 5) that the post budget approval be interim funded from the Property Realized Reserve, and repaid when the Capital Project is funded; and
- 6) that the City Solicitor be requested to prepare the necessary amendments to the Engineering Services Agreement, for execution by His Worship the Mayor and the City Clerk.

### **BACKGROUND**

At its meeting on February 7, 2011, Council considered a report of the General Manager, Infrastructure Services Department, dated February 1, 2011, regarding awarding the Request for Proposal for the Traffic Bridge Owner's Engineer to Stantec Consulting Ltd., and resolved:

- “1) that the proposal submitted by Stantec Consulting Ltd. for the provision of services of an Owner's Engineer for the design build replacement of the Traffic Bridge, at a total estimated cost of \$1,534,516 (plus G.S.T. and applicable P.S.T.) be approved; and
- 2) that Stantec Consulting Ltd. be given notice to proceed with the project to a maximum of \$400,000, with subsequent notice to be given upon Council approval of the balance of the project budget. “

### **REPORT**

The Administration has proceeded with the Request for Proposal (RFP) documents for the replacement of the Traffic Bridge.

It has been determined that information regarding load capacity of the existing piers is required in the RFP in order for the proponents to include the information regarding allowable safe working loads in their designs. Therefore, the Administration is requesting permission to proceed with the testing of one of the piers. By proceeding in this manner, redundant testing by

proponents will be eliminated, and the City will share an appropriate amount of risk in certifying the piers to a certain load, and will eliminate contingencies in the proposals. The cost for this work is estimated to be \$300,000.

The estimate to complete the project to the end of the RFP stage, including selection of a proponent, is \$650,000. Less the \$400,000 of approved funding to date, this leaves an additional \$250,000 of work, of which we are requesting approval of \$125,000 at this time.

As previously reported, the demolition of Span 1 (Nutana Side) being done before the project has been fully funded has always been a viable option to pursue. Demolishing this span will allow for the reopening of two-way traffic on Saskatchewan Crescent, and improve pedestrian routing along the Meewasin Valley Trail between Rotary Park and the Broadway Bridge. The cost to demolish Span 1, and accommodate the Saskatoon Light & Power 14.4kV line currently located on the bridge is estimated to be \$500,000.

### **FINANCIAL IMPACT**

The Administration is requesting a post budget increase in the amount of \$925,000 as follows:

|  |                         |
|--|-------------------------|
| Pier Load Testing                                  | \$300,000               |
| Removal of Span 1 and Accommodation of 14.4kV Line | \$500,000               |
| Increase Required to Prepare RFP                   | <u>\$125,000</u>        |
| <b>TOTAL</b>                                       | <b><u>\$925,000</u></b> |

It is recommended that the Property Realized Reserve be utilized as an interim source of funding, to be repaid when Capital Project 787 – Traffic Bridge is fully funded.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

### **PUBLIC NOTICE**

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

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

**E4) 2012 Capital Budget**  
**Capital Project 1678 – Sutherland Sanitary Sewer Storage Facility**  
**Award of Engineering Services**  
**(Files: CK. 7820-3; IS-7820-81)**

- RECOMMENDATION:**
- 1) that the proposal submitted by Associated Engineering Ltd. for the detailed design, tendering and construction services of the Sutherland Sanitary Storage Facility, on a time and expense basis, at an estimated total cost of \$109,695 (including G.S.T. and applicable P.S.T.), be accepted; and
  - 2) that the City Solicitor be instructed to prepare the necessary Engineering Services Agreement for execution by His Worship the Mayor and the City Clerk under the Corporate Seal.

**REPORT**

One of the Federal Building Canada Fund projects in Saskatoon for 2012 is the construction of the Sutherland Sanitary Storage Facility. Tendering and construction of the facility must be completed within the timelines set out by the program, which is March 31, 2013. Capital Project 1678 – Sutherland Sanitary Storage Facility, has approved funding in 2012 in the amount of \$2,790,000.

This storage facility is intended to provide basement flood relief to the Sutherland neighbourhood by storing sanitary sewage during peak flows that occur during severe rain events.

A request for proposal for engineering services to design, tender and provide construction services for the storage facility closed on February 24, 2012. Four proposals were received as follows:

- AECOM Canada Ltd;
- Associated Engineering Ltd;
- Bullee Consulting Ltd; and
- Catterall & Wright Consulting Engineers.

It was determined that Associated Engineering Ltd., on a time and expense basis, at an estimated total cost of \$109,695 (including G.S.T. and applicable P.S.T.) was the best proposal based on the evaluation matrix outlined in the Request for Proposal.

Timely completion of this project by Associated Engineering Ltd. will allow for the tendering and construction of the storage facility to be completed within the deadline date of March 31, 2013.

### **FINANCIAL IMPACT**

The estimated net cost to the City for the proposal from Associated Engineering Ltd. is as follows:

|                    |                            |
|--------------------|----------------------------|
| Estimated Cost     | \$103,000.00               |
| P.S.T. (5% of 30%) | \$ 1,545.00                |
| G.S.T.             | <u>\$ 5,150.00</u>         |
| Total Fees         | \$109,695.00               |
| G.S.T. Rebate      | <u>\$ (5,150.00)</u>       |
| <b>Total</b>       | <b><u>\$104,545.00</u></b> |

There is sufficient funding available within Capital Project 1678 – Sutherland Sanitary Storage Facility.

### **PUBLIC NOTICE**

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

## **Section G – CITY MANAGER’S OFFICE**

### **G1) The Remai Art Gallery of Saskatchewan:**

- a) Construction Tender**
  - b) Business Plan: 2015 to 2017**
- (Files: CK. 4129-15; CC. 4130-2)**

- RECOMMENDATION:**
- 1) that the Remai Art Gallery of Saskatchewan Business Plan: 2015 to 2017 be received as information;
  - 2) that the approval and phased implementation of The Remai Art Gallery of Saskatchewan Business Plan: 2015 to 2017 occur on an annual basis through the Corporate Business Plan and Budget review process;
  - 3) that the Administration be authorized to prepare the tender package for The Remai Art Gallery of Saskatchewan and parkade; and
  - 4) that further information be provided on financing prior to issuing the construction tender.

## **BACKGROUND**

At its meeting on June 13, 2011, City Council considered a report from the City Manager regarding future expansion of the gallery space and a second level of underground parking, and adopted the following recommendations, in part:

- “6) that the Administration report back to City Council the annual operating costs and business plan for the AGS prior to the release of the building tender (2012); and
- 7) that the Administration report back to City Council the final costs and funding plan prior to the release of the building tender.”

## **REPORT**

The purpose of this report is to provide information on The Remai Art Gallery of Saskatchewan (The Remai Gallery) design development package, which will constitute the final design for the gallery. Included in this package is the status of the work and the project costs in response to the directive of City Council at its June 13, 2011 meeting. Building operating costs are also projected as they have been assessed in the comprehensive business plan for The Remai Gallery. Your Administration recommends completion of the final design and construction drawings for The Remai Gallery and parkade, and the tender of the building for construction.

The capital cost of The Remai Gallery building is estimated at \$71M. The shared parkade, serving all of River Landing including Persephone Theatre, is separate and estimated at \$13M, totalling an \$84M project budget. The gallery is funded by \$21M from the City, with the provincial and federal governments and the fundraising campaign providing the balance. The City's \$21M investment is leveraging a further \$50M of senior government and private sector funding which allows this project to proceed.

The design development package has been prepared according to the funds available in the total project budget of \$84M. Two cost reviews have been prepared for this package which confirm that the project is aligned with the \$84M budget and it is reasonable to expect that the gallery and parkade can be constructed within the current approved budget.

#### Design and Construction of The Remai Gallery

The Remai Gallery design development package was issued on November 23, 2011, to the Steering Committee for review and comment. The design development package provides further resolution of the building's architectural detail, materials, technical specifications, and overall construction coordination. There is a greater understanding of the quality and character of the interior spaces, the interior and exterior materials, the building's sustainable features, and the relationship between the building and its site context. Architectural and sustainable strategies are designed to collectively achieve 50% lower energy consumption compared to international gallery standards.

The project's Steering Committee confirms that this finalized design meets the functional program that was prepared in the early stages of this project. The Remai Gallery is a building of highly functional and flexible gallery space that will allow for a much broader range of exhibitions to be shown in Saskatoon. These international-calibre galleries are linked together with public spaces that are generous, clearly organized, and welcoming. As illustrated in the final design package, the architect's planning successfully uses the L-shaped site to capitalize on views to the river and views from the Senator Sid Buckwold Bridge to create a generous public amenity for the Meewasin Trail system and the community as a whole. The building organizes itself around the river, and on every level, views of the valley are integrated into the user's experience as they move through the building interior and exterior. The design development package clearly illustrates how the building has evolved to become a gallery and a destination centre for Saskatoon. *Canadian Architect*, in awarding The Remai Gallery its Award of Excellence in December 2011 stated:

“The new architecture of the gallery simultaneously looks back and forward. It forges a strong relationship to the legacy of the Mendel and creates a platform to reinforce the role of art for the ‘advancement of Saskatoon as a creative city dedicated to life-long learning’.”

### Business Plan

The Business Plan Market Assessment, dated November 2011 (Attachment 1), was completed by Fast Consulting, and undertaken to assist in the development of an accurate business plan for the new gallery, and also to generate data to be used to inform key decisions on future gallery operations. The Business Plan Market Assessment confirms the level of support for the new gallery, forecasts the likely number of visitors and amount of public usage from more art exhibits, new special event facilities, expanded food and gift shop services, and admission fees.

A total of 600 surveys informed the market assessments, which were completed by telephone and online. Key findings include:

- 64% of city residents think that relocating the art gallery is good for Saskatoon;
- 68% say the new gallery will improve how Saskatoon is perceived;
- 74% say that our growing city needs a cultural facility the calibre of the new gallery; and
- 80% of residents are likely to visit the new gallery at River Landing.

The Remail Art Gallery of Saskatchewan Business Plan: 2015 to 2017 dated March, 2012 (Attachment 2) identifies the business model proposed for the new gallery and the financial impact of that model. The financial estimates are based on sound research and provide the Board and the City with an operating budget and clear direction for The Remail Gallery to deliver on its commitment to service in the community. Further work will be required to develop detailed planning and program goals. Additional measurement tools will be needed to help monitor and analyze the gallery's work towards its program, service, and financial goals.

The Business Plan outlines the options under consideration as well as recommendations for implementation, which can be reviewed in the Administrative Overview The Remail Art Gallery of Saskatchewan Business Plan: 2015 to 2017 dated March, 2012 (Attachment 3).

The Business Plan identifies additional gallery staff resources required to successfully program and operate the facility. The requests for additional staff resources will be considered by City Council as part of the annual Corporate Business Plan and Budget process.

### Timing and Next Steps

The construction documents are currently underway and will be completed in September 2012. It is anticipated that the tender package will be issued mid-September, and the tender will close early November. The award of the tender contract will be brought to City Council for approval in January 2013.



An important component of the overall project has been to find an appropriate re-use of the Mendel building. A new Children's Discovery Museum is progressing toward the completion of a business plan in late June 2012 to address the building's vacancy in early 2015.

In summary, The Remai Gallery project is progressing through its final design phase in preparation for tender of the building, and the project is proceeding according to the approved budget. Citizen responses to the project, either in the last public open house or through the market assessment, have been positive with respect to both the new location and the possible amenities offered in the new facility. Due diligence and a clear direction for the gallery's amenities and program are evident in The Remai Art Gallery of Saskatchewan Business Plan. Finally, a process is underway for the re-use of the vacated Mendel building, through ongoing work with the Children's Discovery Museum.

### **OPTIONS**

There is an option to not proceed with the project. However, your Administration does not recommend this option, as significant funding from the Federal Government, the Province, and the private sector has already been identified for this project.

### **POLICY IMPLICATIONS**

There are no policy implications.

### **FINANCIAL IMPLICATIONS**

The Remai Art Gallery of Saskatchewan Business Plan is sound and built on a strong and credible foundation due, in part, to the market assessment research carried out in November 2011.

In this new, larger facility, the City's overall contribution will be a smaller proportion of the overall budget. Currently, the City's contribution to the Mendel's operating grant is 66% of the Mendel's operating cost, with self-generated income at 15%. By 2015, the Business Plan projects that the City's contribution to the operating cost will reduce to 57%, and the self-generated income will increase to 25% of the total operating amount. Self-generated income for 2012 is projected at approximately \$500,000, and for 2015 it is projected at \$1.75M.

In 2012, the City will contribute \$2.5M to the Mendel as approved by City Council in the annual budget process. In 2015, the transfer from the City to The Remai Gallery is proposed to increase by \$1.49M to \$3.99M. The 2015 Operating Budget identifies \$1.3M for costs associated with building operating and maintenance (including an additional 6.61 full-time equivalent staff years

for operations and maintenance). The remaining operating increase is for additional programming staff for The Remail Gallery. For the gallery operating impact, refer to Chart 7 (Attachment 3).

To prepare for the increased cost of operating the new gallery, the Administration has implemented a phase-in plan by adding \$750,000 to the operating base in the 2012 budget with an incremental \$750,000 planned in 2013. While building this operating base into the mill rate, a one-time provision into the Infrastructure Surface and the Bridge Major Repairs Reserves will be provided in these years. The funding of the two new gallery positions (Accounting Coordinator and Manager, Community Education and Public Programs) as identified in The Remail Art Gallery of Saskatchewan Business Plan has been planned. The remainder of the costs will be phased-in over the next four-years (2014 through 2017).

This is a plan for the next five years and serves to provide overall direction. Approval for all gallery funding would be required on an annual basis through the Board's annual Operating Budget submission. Nothing is finalized or approved until each budget request is approved by City Council.

### **STAKEHOLDER INVOLVEMENT**

The design development stage of the project was presented at a final public open house on Thursday, January 12, 2012, at TCU Place, where 83 people were in attendance. Presentations were made at 5:30 p.m. and 7:30 p.m. by Matthew Wilson from KPMB Architects. Board members and administrative staff addressed questions following the presentation.

Representatives from the Steering Committee and the Design Team were available to answer questions and receive comments from the public as they looked at the display boards. Overall, the community's response was positive and enthusiastic for the project to proceed. Support for the facility, as a cultural building to house art, and as a significant community gathering place, was tangible. Some critical comments were shared in these conversations, asking for minor changes to the building massing and the landscape, which the team has taken into consideration as the project moves into the next phase.

Five comment sheets were returned, possibly indicating that the remaining 79 people did not have significant issues that needed to be communicated back to the team. From the comment sheets returned, four people made positive comments regarding the building design, two commented on the question of admission fees, and some comments issued concern about the site and context. The general tenor of the comment sheets was positive.

Research was conducted to inform The Remai Art Gallery of Saskatchewan Business Plan, and a summary of the studies and assessments that were conducted are summarized in Attachments 2 and 3. For example, Fast Consulting conducted a Business Plan Market Assessment in November 2011 to ascertain the level of support for the new gallery; to assess residents' opinion on, and support for, a variety of revenue-generating activities; and to determine resident participation in attendance and membership. A total of 600 surveys were completed, 500 by telephone and 100 through online surveys.

### **CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN**

A CPTED review was carried out and submitted to the project Steering Committee in January 2012. A formal response will be completed in due course as per civic policy.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

### **PUBLIC NOTICE**

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

### **ATTACHMENTS**

1. The Remai Art Gallery of Saskatchewan Business Plan Market Assessment dated November 2011 by Fast Consulting Community Intelligence.
2. The Remai Art Gallery of Saskatchewan Business Plan: 2015 to 2017 dated March, 2012. (This has not been printed and can be found on the City's website at [www.saskatoon.ca](http://www.saskatoon.ca), click "C" for City Clerk's Office, and look under "Reports and Publications")
3. Administrative Overview – The Remai Art Gallery of Saskatchewan Business Plan: 2015 to 2017 dated March, 2012.

Administrative Report No. 4-2012  
Section G – CITY MANAGER  
Monday, March 12, 2012  
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Respectfully submitted,

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Randy Grauer, General Manager  
Community Services Department

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Marlys Bilanski, General Manager  
Corporate Services Department

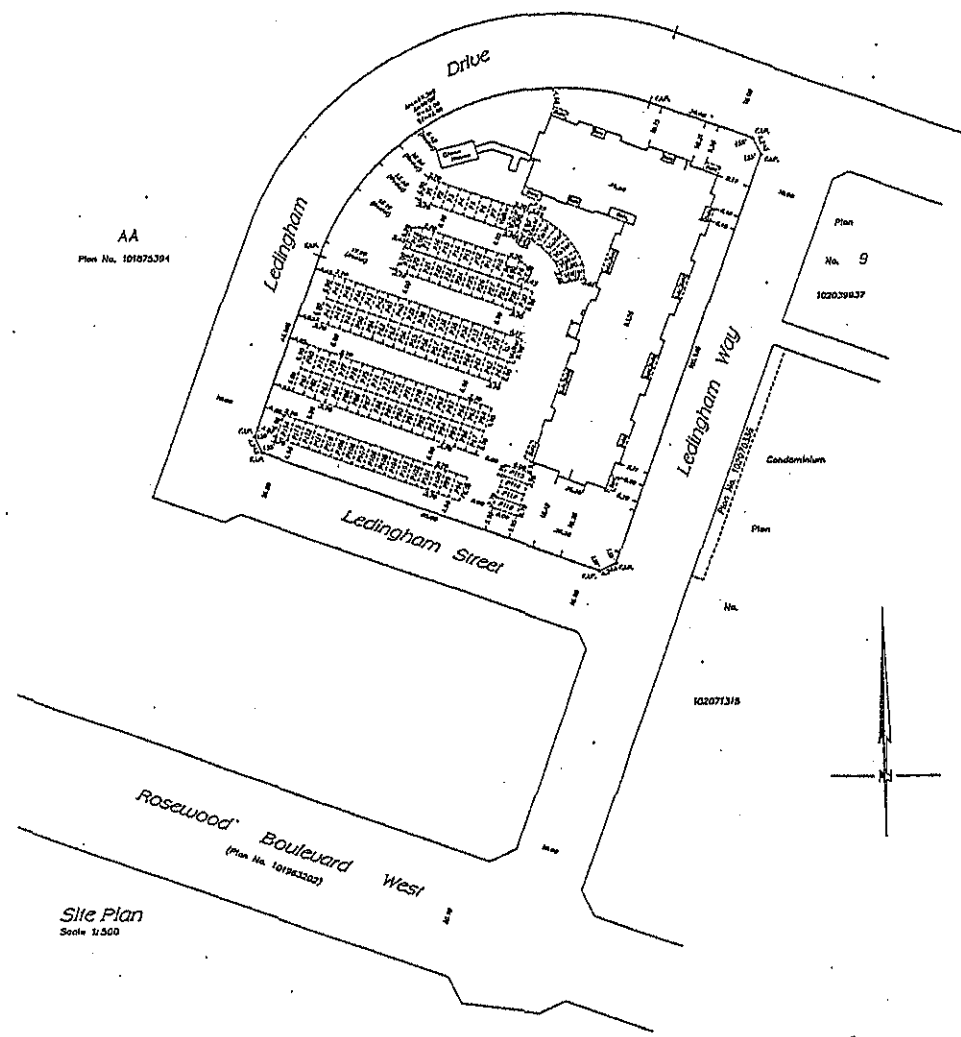
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Mike Gutek, General Manager  
Infrastructure Services Department

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Murray Totland  
City Manager

AA



AA  
Plan No. 101075394

Plan  
No. 9  
102070937

Site Plan  
Scale 1:500

**Rosewood Pointe**  
Proposed  
Surface Building Condominium Plan  
Parcel 2, Plan No. 102039937  
in the S.W. 1/4 Sec. 18, Twp. 36, Rge. 4, W. 3 Mer.  
Saskatoon, Saskatchewan  
Howard A. Larson S.L.S.  
February, 2012

- Legend:**
- 1. Area to be approved is outlined by a heavy dashed line.
  - 2. Points within the area of approved area are indicated by G.
  - 3. Measurements are in metres and fractions thereof.
  - 4. Measurements are shown in the schedule of the building on ground level.
  - 5. Condominium unit boundaries are in the middle line of exterior walls and include the thickness of exterior walls, doors and windows.
  - 6. Exterior walls are common property.
  - 7. Condominium unit boundaries are shown that include the common areas.
  - 8. Measurements shown on Page 2 are in the condominium unit boundaries.
  - 9. Measurements shown are shown that are
  - 10. Doors and windows are part of a unit.
  - 11. The area of each unit and the number of units of the building is shown that will be approved.
  - 12. This is the schedule of the building.
  - 13. Parties in accordance with Section 10(1) of the Condominium Property Act (CPA) undertake parties listed are as shown in the Schedule of Unit Factors.

**List of Plans**

- 1. Site Plan
- 2. Floor Plans
- 3. Elevations
- 4. Schedule of Unit Factors and Areas

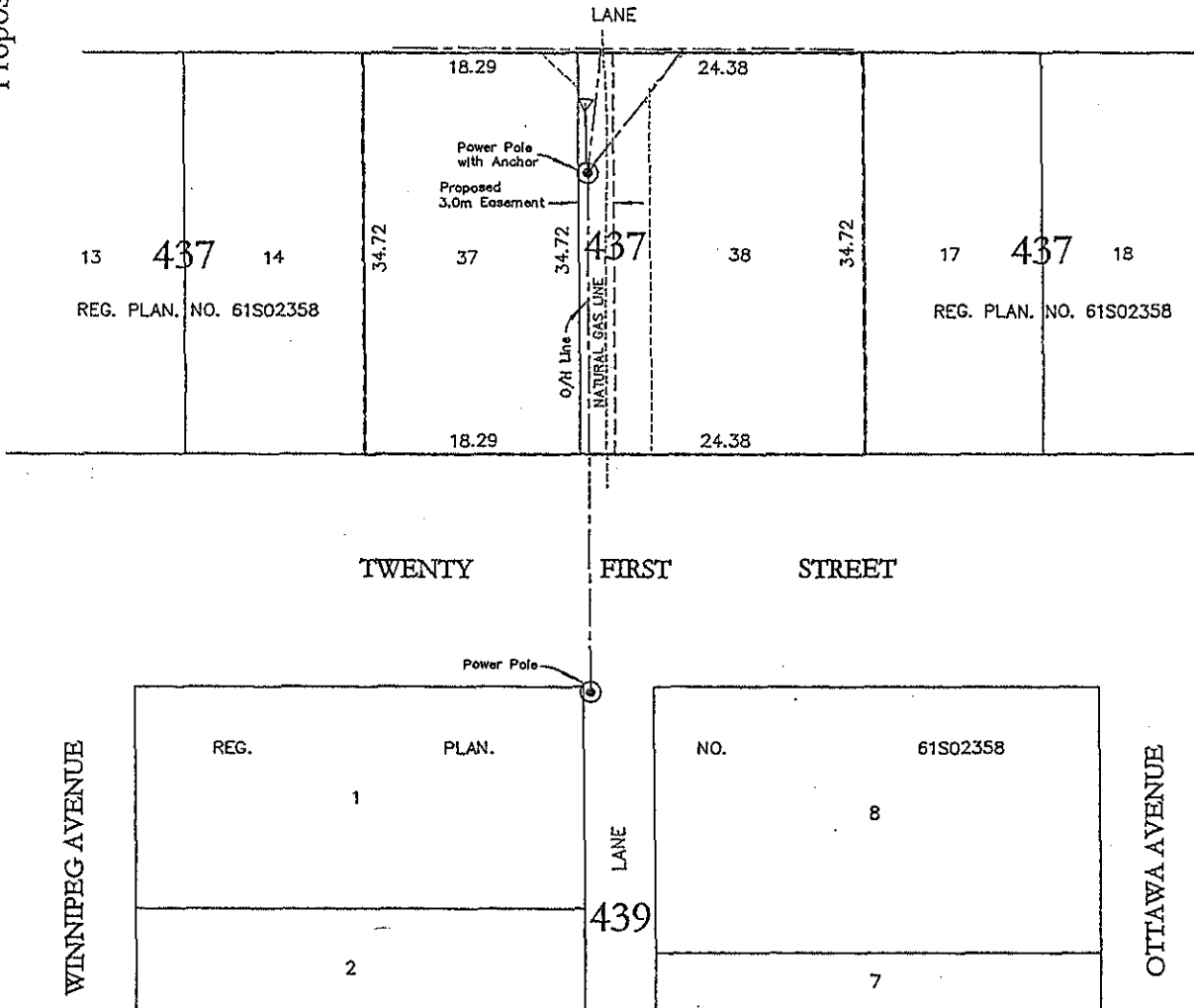
Order of Submission, in the Province of Saskatchewan, 2012  
Saskatchewan Land Survey

|                               |                    |                      |                   |                       |
|-------------------------------|--------------------|----------------------|-------------------|-----------------------|
| Larson Surveys Ltd, Saskatoon | Drawn by<br>H.A.L. | Checked by<br>H.A.L. | Date by<br>H.A.L. | Filed Book<br>by A.B. |
|-------------------------------|--------------------|----------------------|-------------------|-----------------------|

Examined : City of Saskatoon  
Approved under the provisions of the Bylaw No. 6437 of the City of Saskatoon  
Municipal Manager of the Community Services Department  
Date: February 2, 2012

City of Saskatoon  
This is to certify that the proposed subdivision of the building shown on this plan has been approved in accordance with Section 10(1) of the Condominium Property Act, (CPA).  
Deputy City Clerk, 2012  
City Clerk





PLAN OF PROPOSED  
 LANE CLOSURE &  
 SURFACE SUBDIVISION OF  
 LANE L20, REG'D PLAN  
 NO. 61S02358 &  
 CONSOLIDATION WITH  
 LOTS 15 & 16, BLOCK 437  
 REG'D PLAN NO. 61S02358  
 2810 & 2814 - 21ST STREET  
 SASKATOON, SASKATCHEWAN  
 BY T.R. WEBB, S.L.S.  
 SCALE 1:500

- Dimensions shown are in metres and decimals thereof.
- Proposed 3.0m joint use easement for Saskatoon Light & Power, SaskEnergy, SaskTel, and Shaw Cable.
- Portion of this plan to be approved is outlined in red with a bold, dashed line and contains a total of 0.15± ha (0.37± 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 25, 2011  
 Saskatchewan Land Surveyor

Seal

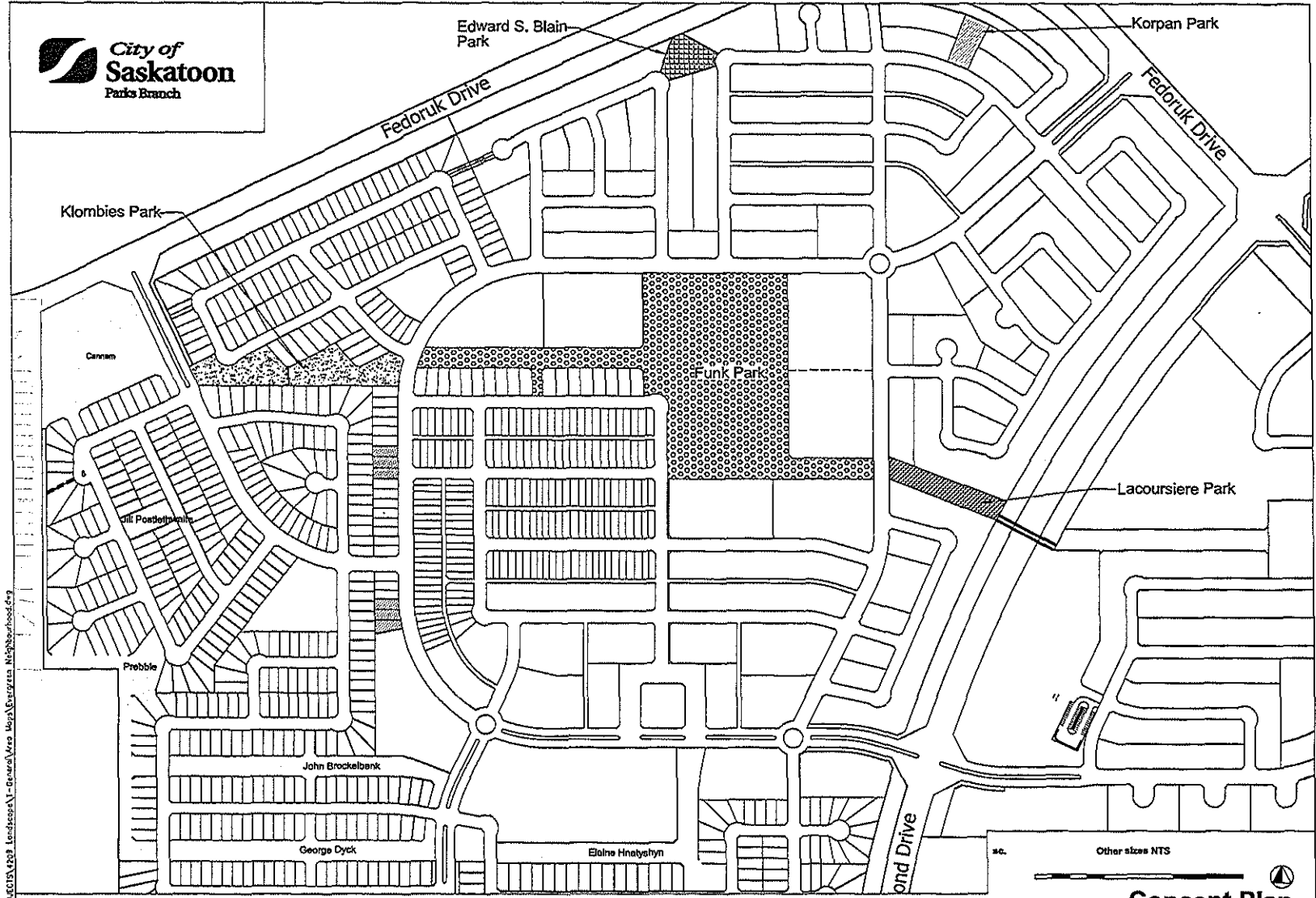
Approved under the provisions of  
 Bylaw No. 6537 of the  
 City of Saskatoon

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

Prepared by  
  
 Webb Surveys  
 © 2012  
 11-2256sr NLD







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**LEGEND**

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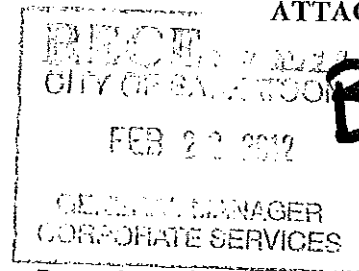
as shown  
 Other sizes NTS  
  
**Concept Plan**  
 November 2009

# Evergreen Development

**Inventory & Disposal Services**

**US, Saskatoon Light & Power, Inventory write-downs during 2011**

| Corporate number | Description                                     | Quantity | Average Cost | Total        |
|------------------|---|----------|--------------|--------------|
| 1-53-04          | PIN STEEL INSL 8" ABOVE XARM                    | 9.00     | 20.10        | 180.86       |
| 2-01-09          | DEADEND COMP 2PC EYE FITTING 477MCM             | 1.00     | 227.99       | 227.99       |
| 2-84-04          | CABLE CU XLPE #6 CONC NEUT 2C1000V*             | 164.00   | 5.31         | 871.15       |
| 2-84-09          | CABLE CU XLPE 2/0 CONC NEUT 2C1000*             | 19.00    | 18.17        | 345.27       |
| 2-84-11          | CABLE CU XPLE 4/0 CONC NEUT 2C1000*             | 73.00    | 14.89        | 1086.73      |
| 2-85-21          | CABLE NETWORK 500MCM 1000V RED*2310             | 172.00   | 17.17        | 2953.58      |
| 2-85-22          | CABLE NETWORK 500MCM 1000V YEL*2310             | 100.00   | 17.17        | 1717.20      |
| 2-85-23          | CABLE NETWORK 500MCM 1000V BLU*2310             | 170.00   | 17.17        | 2919.24      |
| 2-88-14          | CABLE CONTROL 300V 4 PAIR #20                   | 62.00    | 5.56         | 344.63       |
| 3-07-55          | POLE WOOD 55' TREATED CL2                       | 1.00     | 568.87       | 568.87       |
| 4-10-31          | POLE STEEL ST LT 30' DAVIT - BLACK              | 1.00     | 434.39       | 434.39       |
| 4-71-10          | FIXTURE SHOEBOX HPS BROWN 100W 120/240V W/O REC | 1.00     | 460.29       | 460.29       |
| 4-83-36          | CONTACTOR THREE POLE 90A                        | 1.00     | 192.97       | 192.97       |
| 4-89-15          | BALLAST FOR VECTOR FIXTURE 150W HPS 120/240V    | 3.00     | 363.73       | 1091.20      |
| 4-90-15          | BALLAST FOR VECTOR FIXTURE 150W 347V            | 4.00     | 438.28       | 1753.12      |
| 6-59-01          | BASE FIBREGLASS PAD 1 PH- SMALL                 | 1.00     | 287.18       | 287.18       |
| 6-63-02          | PEDESTAL SECONDARY BUSS FOR USE WITH 6-63-03    | 4.00     | 151.30       | 605.19       |
| 8-87-10          | ADAPTER SOCKET METER TO "A" BASE                | 8.00     | 6.95         | 55.60        |
| 9-10-16          | PIPE HDPE 127MM (5")                            | 42.00    | 13.01        | 546.39       |
| 9-11-14          | BEND 4" 45 DEG 60" RAD                          | 2.00     | 33.17        | 66.35        |
| 9-11-16          | BEND 4" 90 DEG 60" RAD                          | 1.00     | 33.80        | 33.80        |
| 9-11-24          | BEND 5" 45 DEG 42" RAD                          | 1.00     | 76.39        | 76.39        |
|                  |   |          |              | \$ 16,818.39 |



## MEMO

TO: Marlys Bilanski, General Manager, Corporate Services Department  
City of Saskatoon

FROM: Bryan Leverick, Chair  
SREDA Board of Directors

RE: Incentive Application Review

DATE: February 7, 2012

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The Saskatoon Regional Economic Development Authority's Board of Directors reviewed tax abatement application from Lean Machine Metal Fabrication Inc. and has determined that it meets the eligibility requirements of the City of Saskatoon Business Development Incentives Policy, C09-014.

Lean Machine Metal Fabrication Inc. will expand their manufacturing operations and is proposing to construct a new building of 15,600 sq. ft. located at 3607 Wheeler Avenue commencing in 2011. The company expects to invest \$1.8 million on their expansion project and create a minimum of five new full-time positions. Initial plans are to lease half of the new space and relocate Lean Machine Metal Fabrication's existing operations located at 2-819 60<sup>th</sup> Street East to the 3607 Wheeler Avenue location.

The Saskatoon Regional Economic Development Authority's Board of Directors approved the following resolution on February 7, 2012:

**Recommendations**

*THAT Lean Machine Metal Fabrication be approved for a five-year tax abatement on the incremental portion of taxes at 3607 Wheeler Avenue as a result of their expansion in 2012 and that the tax abatement be calculated at the rate of 100% in year 1, 80% in year 2, 70% in year 3, 60% in year 4, and 50% in year 5 and as such if the applicant proceeds to lease out any portion of the new building the Lessee would be ineligible for any further incentive.*

The Board's recommendations are to be forwarded to City Council for further consideration and approval. A summary of the tax abatement applications from Lean Machine Metal Fabrication Inc. is attached for your reference.

Bryan Leverick, Chair

**CITY OF SASKATOON  
BUSINESS DEVELOPMENT INCENTIVE APPLICATION**

COMPANY: Lean Machine Metal Fabrication Inc.

JOB'S CREATED: 5 full-time or equivalent

INVESTMENT: \$1.8 million

**COMPANY BACKGROUND:**

Lean Machine Metal Fabrication Inc. was incorporated in Saskatoon, SK. in 2006. Lean Machine Metal Fabrication initially starts as a one-person machine shop and has quickly grown into a full service manufacturing facility. They are currently located at 2-819 60<sup>th</sup> Street East and employ 5 full time people.

Lean Machine Metal Fabrication focused on putting resources into the engineering side of manufacturing in order to control all CNC equipment. They offer engineering, fabrication, and machining services and also currently work with several secondary automotive manufacturers because of their extensive knowledge in aluminum. Currently Lean Machine Metal Fabrication Inc. outsources the cutting of sheet steel to other laser cutters or water jet cutters. They plan to expand their capabilities by expanding their services to include cutting steel.

**EXPANSION PROJECT DESCRIPTION:**

Lean Machine Metal Fabrication Inc. owners have purchased 1.77 acres of land and are proposing to construct a new building of 15,600 sq. ft. located at 3607 Wheeler Avenue. Initial plans are to lease half of the new space and relocate Lean Machine Metal Fabrication's existing operations located at 2-819 60<sup>th</sup> Street East to the 3607 Wheeler Avenue location. Lean Machine Metal Fabrication expects to complete construction by spring of 2012.

**ESTIMATED VALUE OF TAX ABATEMENT:**

Total estimated increase in property taxes as a result of the expansion project is \$21,572. Total estimated value of the 5-year tax abatement is \$77,659.20 calculated at the following rate:

|               |               |
|---------------|---------------|
| Year 1 @ 100% | - \$21,572.00 |
| Year 2 80%    | - \$17,257.60 |
| Year 3 70%    | - \$15,100.40 |
| Year 4 60%    | - \$12,943.20 |
| Year 5 50%    | - \$10,786.00 |

**RECOMMENDATION:**

*THAT Lean Machine Metal Fabrication be approved for a five-year tax abatement on the incremental portion of taxes at 3607 Wheeler Avenue as a result of their expansion in 2012 and that the tax abatement be calculated at the rate of 100% in year 1, 80% in year 2, 70% in year 3, 60% in year 4, and 50% in year 5 and as such if the applicant proceeds to lease out any portion of the new building the Lessee would be ineligible for any further incentive.*



GI  
Attachment 1

**FAST CONSULTING**  
Community Intelligence

**REMAI ART GALLERY OF SASKATCHEWAN  
Business Plan Market Assessment**

**November 2011**

# Contents

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- ▶ Eight out of 10 residents (80%) say they are likely to visit the Remai Art Gallery of Saskatchewan at some point when it opens at River Landing, including 22% who are *very likely* to visit.
- ▶ Residents who are likely to visit the new location are asked how often they think they'll visit in a typical year. Most (68%) say once or twice a year, another 18% say three to five times and 8% say six or more times.
- ▶ New features would encourage visitation. More exhibitions would be the biggest attraction: 73% would visit if there were more exhibitions of the gallery's collection and 71% would visit if there were more touring exhibitions.
- ▶ Programmable, accessible space is another draw: 70% of residents would visit if the gallery offered a community studio, 68% if it had a lecture theatre capable of hosting film screenings and small performances and 44% if it had a large meeting space for special events.
- ▶ Services would also draw visitors: 56% would visit the gallery if it had a bistro style counter-service café and 55% would visit if it had an expanded gift shop (55%). Finally, 38% would visit if there were more art classes and programs.

### Food Services

- ▶ Exploring residents' preferences regarding food services reveals that most (69%) would be interested in buying a non-alcoholic beverage at the gallery café, compared to 42% who would be interested in buying an alcoholic beverage.
- ▶ Most (66%) would also be interested in buying lunch at the gallery café, 64% would be interested in buying snacks and 51% would be interested in buying dinner.
- ▶ Roughly half (52%) of Saskatoon residents think they would visit a bistro style counter-service café at the gallery once or twice a year, while another 22% think they would visit three to five times and 12% think they would visit six or more times a year.

### Facility Rentals

- ▶ The large majority (80%) of residents agree that space for special events and meetings at the gallery is a good thing for Saskatoon, including 26% who *completely agree*.
- ▶ Saskatoon residents say they would consider using rental space at the gallery for various events, including a catered reception (47%), catered lunch or dinner (41%), public event/presentation (44%) or meeting (40%).

### Admissions

- ▶ Roughly two-thirds (65%) of residents agree that the Remai Art Gallery of Saskatchewan should continue to offer free admission for all exhibitions at all times, compared to a third (33%) who disagree.

- ▶ Among those who would visit a gift shop at the Remai Art Gallery, 32% think they would spend between \$50-\$99 on a typical visit to the gift shop, 30% think they would spend between \$25-\$49, and 10% think they would spend \$100 or more.

### Programs

- ▶ Smaller percentages of Saskatoon residents are taking advantage of gallery programs. Close to a fifth say they or their children participate in School Art (18%) or school tours (17%), and 8% have participated in the Art for Life school program. Roughly a tenth have participated or had their children participate in guided tours (11%), Something on Sundays (10%) and Artist Talks (10%).
- ▶ Almost one quarter (24%) say will participate in programs offered at the Remai Art Gallery. Three out of ten (30%) residents say they would be willing to pay for an art class or workshop at the Remai Art Gallery. Of these, 31% would pay less than \$25 for a class, 14% would pay \$25-\$49, another 14% would pay \$50-\$99 and 9% would pay \$100 or more. A significant percentage (32%) are unsure how much they would be willing to pay, saying it would depend on the program.

### Community Support

- ▶ The large majority (85%) of residents were at least slightly familiar with the Remai Art Gallery of Saskatchewan project before the survey, although only 9% describe themselves as *very familiar*.
- ▶ Roughly six out of ten (64%) residents agree that relocating the civic art gallery is good for Saskatoon.
- ▶ A significant percentage (56%) of residents are either unaware or only *slightly aware* of the cost sharing agreements in place to support construction of the Remai Art Gallery. After hearing more information, those who are unaware or less than *very aware* are again asked whether they think the gallery is good for Saskatoon: 55% agree.
- ▶ Residents who do not completely agree the gallery is good for Saskatoon and are less than *very aware* of cost sharing agreements are informed that funding was not available to expand the existing Mendel Art Gallery. After hearing this, they are asked if they now agree that relocating the gallery is good for the city. Few (2%) *completely agree*, 21% *agree* and 17% *moderately agree*. A significant percentage (26%) are *unsure*.
- ▶ The large majority (74%) of residents agree that our growing city needs a cultural facility of the calibre of the Remai Art Gallery of Saskatchewan, including 20% who *completely agree*.
- ▶ Eight out of ten (80%) residents agree that the gallery should be as financially self-sufficient as possible, almost seven out of 10 (68%) agree it will improve how our city is perceived and six out of 10 (61%) agree that relocating the gallery closer to downtown at River Landing will increase visitation.



# Methodology

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## Background

In 2006, Fast Consulting conducted a market assessment on potential options for strengthening the Mendel Art Gallery's financial self-sufficiency. The study explored various options for strengthening the financial performance of individual business units, and was directly tied to proposed renovations to the gallery in its current location.

The environment has since changed, with the new Remai Art Gallery of Saskatchewan offering benefits unforeseen in 2006. The purpose-built gallery will serve as a destination centre in the heart of River Landing. It will more than triple the space available for temporary and collection-related exhibitions, and will include a community gallery, studio classrooms, film and lecture theatre, meeting rooms, and spaces for receptions and other public events. There will be ample storage space for the growing permanent collection. As well, the building will meet rigorous modern gallery standards, making it possible to host national and international touring exhibitions previously unavailable to the city.

## Project Scope

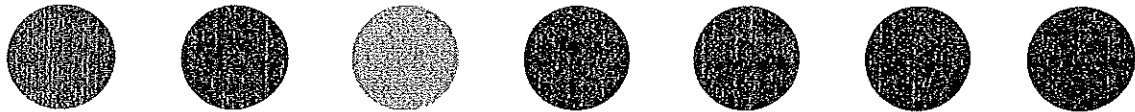
Given this, Fast Consulting and Creative Fire have teamed to provide a market assessment to assist in the development of the Remai Art Gallery's business plan. This includes:

- ▶ Verifying the level of support for the Remai Art Gallery of Saskatchewan project amongst Saskatoon residents, identifying values associated with the gallery as well as any potential concerns.
- ▶ Assessing residents' opinion on and support for a variety of revenue generating activities, including admissions, enhanced program offerings, facility rentals, food services and gift shop.
- ▶ Determining resident support for and participation in attendance and membership.

## Survey Sample

The sample frame for the survey was constructed to obtain complete interviews with a random selection of Saskatoon adults. A total of 600 surveys were completed – 500 by telephone interview and 100 via online surveys.

The survey sample size of 600 Saskatoon adults lets us say with a 95% level of certainty that the overall results of the survey are within plus or minus 3.9% of what they would be if the entire adult population of the city was polled. The portion of the responses that was sourced

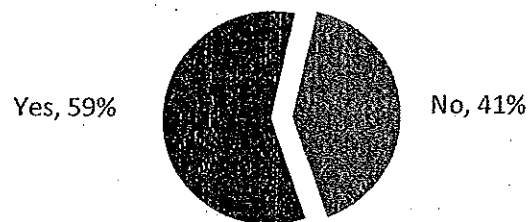


# Survey Results

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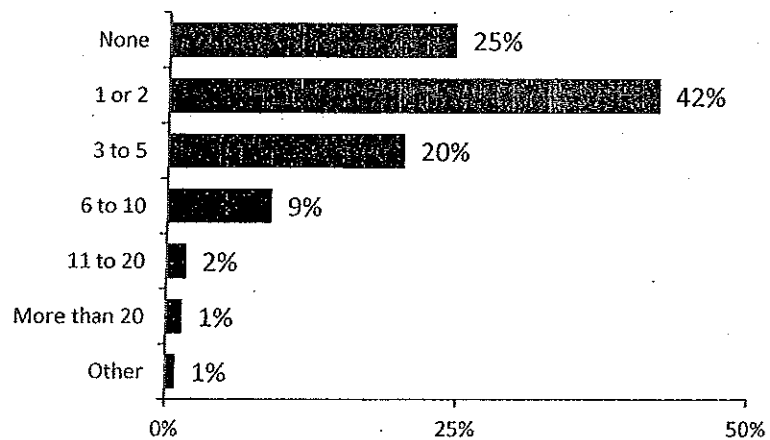
## Visitation

Q. Do you visit the Mendel Art Gallery?



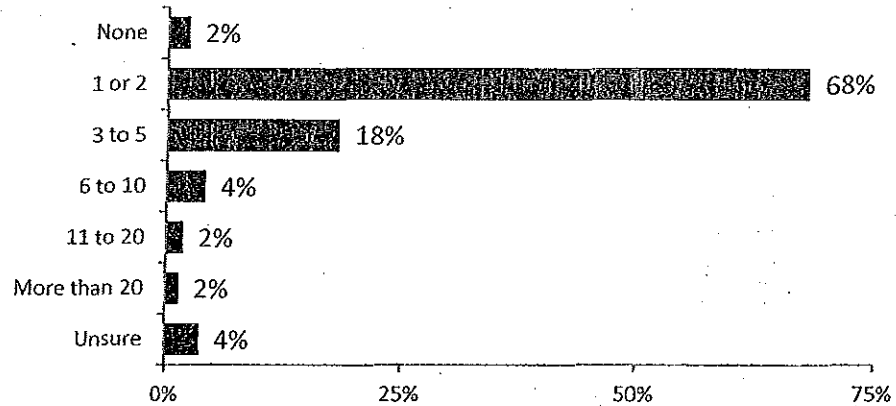
- Approximately six out of every 10 Saskatoon residents have visited the Mendel Art Gallery at some point.

Q. How many visits have you made to the Mendel in the last year?



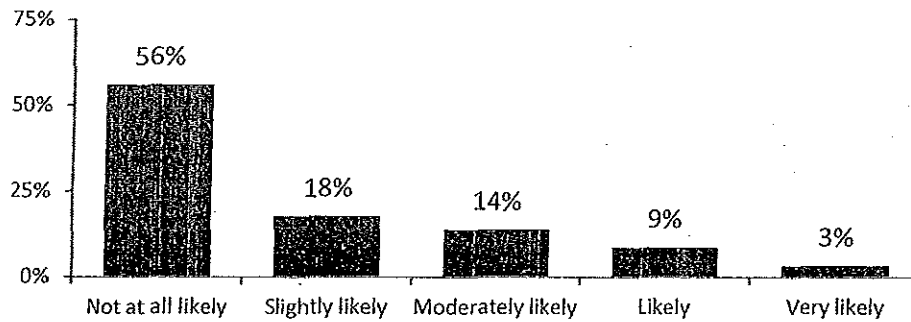
- Of those who visit the Mendel, 42% have visited once or twice in the last year, 20% have visited three to five times and 12% have visited six times or more.

Q. How many visits do you think you will make to the gallery in a typical year after it opens? (Asked of respondents who are likely to visit the new location)



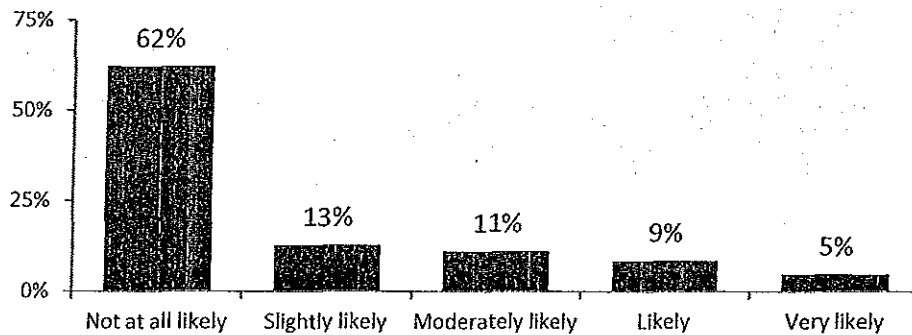
- Residents who suggest they are likely to visit the new location are asked how often they think they'll visit the Remai Art Gallery in a typical year. The majority (62%) say once or twice a year, another 18% say three to five times and 8% say six or more times.

Q. How likely is it that you would visit the gallery because it has a large meeting space for special events?



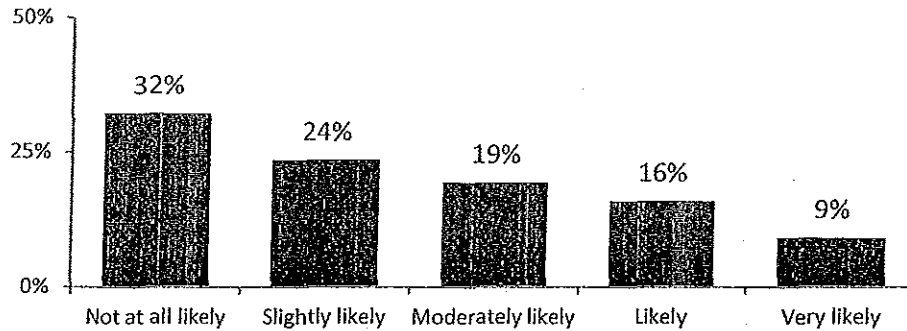
- Approximately 44% of residents would be likely to visit the gallery because of a large meeting space for special events, with 12% saying they would be *likely to very likely* to visit.

Q. How likely is it that you would visit the gallery because it has more art classes and art programs?



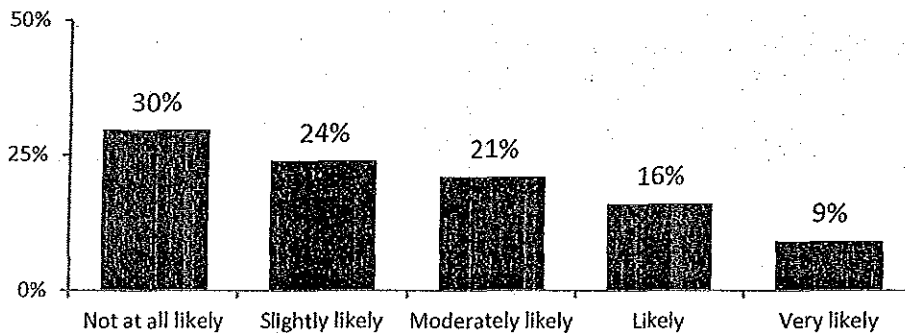
- More art classes and art programs prompt over a third (38%) to say they would likely visit the gallery, including 14% who would be *likely to very likely* to visit.

Q. How likely is it that you would visit the gallery because it has a lecture theatre that can also host film screenings and small performances?



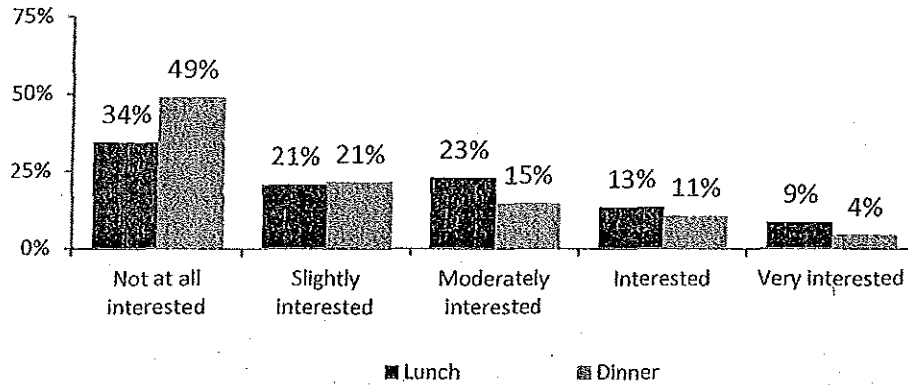
- More than two-thirds (68%) of residents would be likely to visit the gallery – including a quarter (25%) who would be *likely to very likely* to visit – because of a lecture theatre capable of hosting film screenings and small performances.

Q. How likely is it that you would visit the gallery because it has a community studio to exhibit the work of community groups and guilds, or host special events?



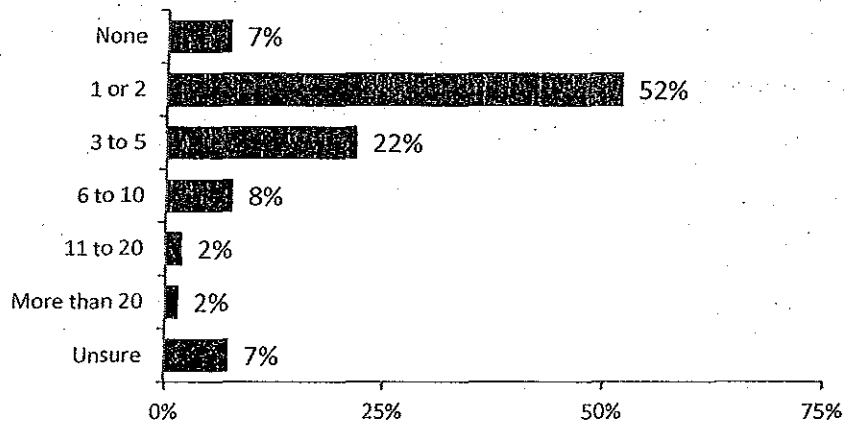
- A community studio would prompt 70% of residents to visit the gallery, including a quarter (25%) who would be *likely to very likely* to visit because of access to such a facility.

Q. How interested would you be in purchasing lunch or dinner from the bistro style counter-service café at the gallery?



- Two thirds (66%) of residents would be interested in buying lunch at the gallery café compared to 51% who would be interested in buying dinner at the café.

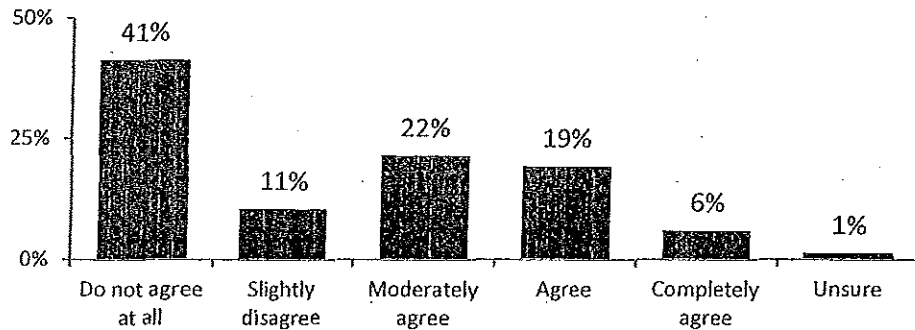
Q. How many times a year do you think you would go to the bistro style counter-service café at the Remai Art Gallery of Saskatchewan?



- Just over half (52%) of residents think they would visit the bistro style gallery café once or twice a year, another 22% think they would visit three to five times and 12% think they would visit six or more times a year.

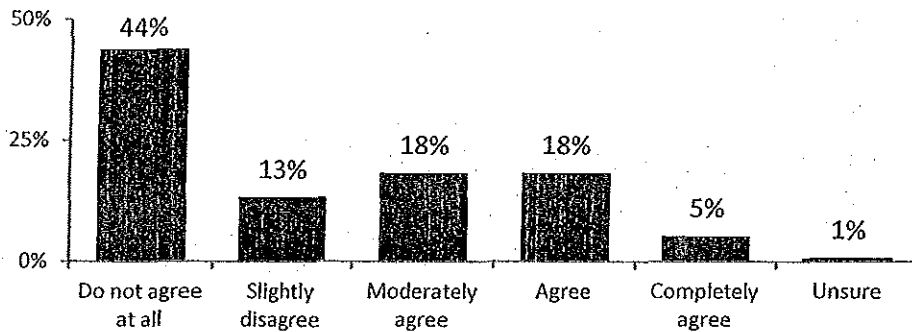


Q. *Would you consider using the rental spaces at the gallery for a catered reception?*



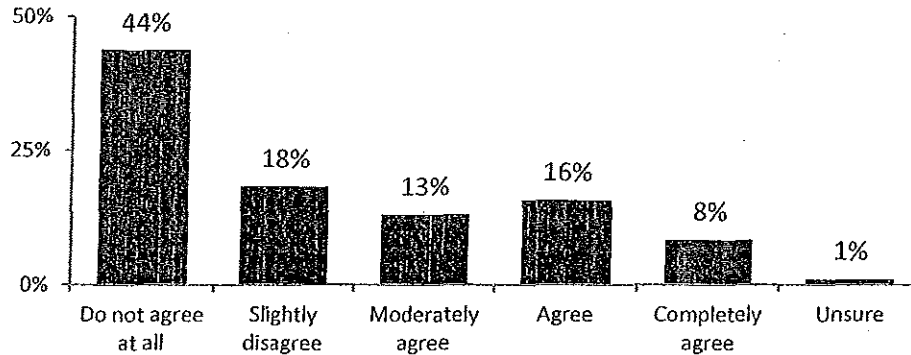
- Almost half (47%) would consider using rental space at the gallery for a catered reception.

Q. *Would you consider using the rental spaces at the gallery for a catered lunch or dinner?*



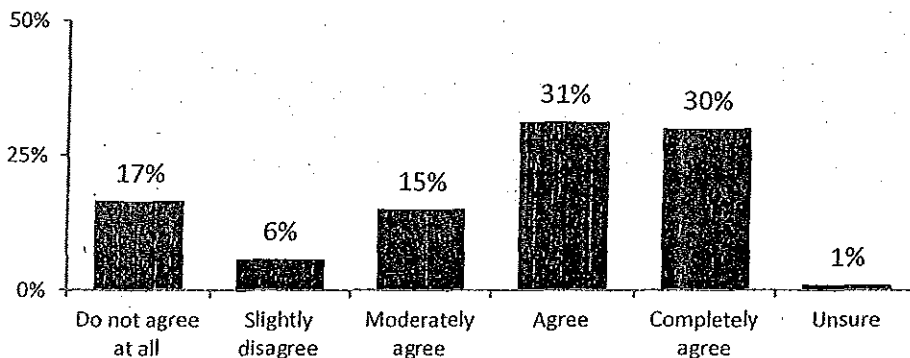
- Similarly, 41% of residents would consider using rental space at the gallery for a catered lunch or dinner.

Q. Do you agree that there should be a standard, affordable admission fee at all times, for the permanent collection as well as special exhibits?



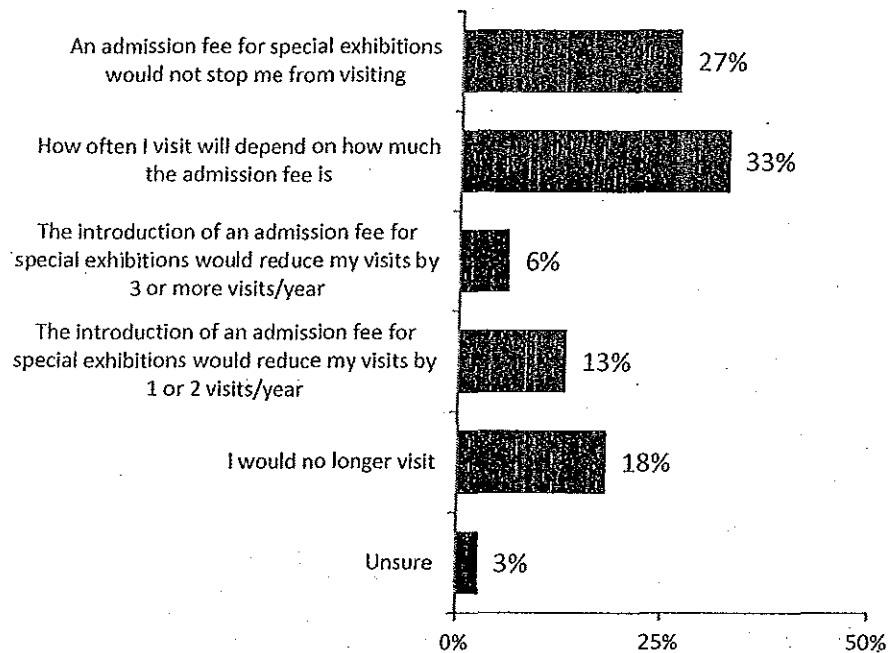
- Just over a third (37%) agree the gallery should charge a standard, affordable admission for all exhibitions at all times.

Q. If there were an admission fee for special exhibitions, do you agree there should be one time during the week when free admission is available to the public?



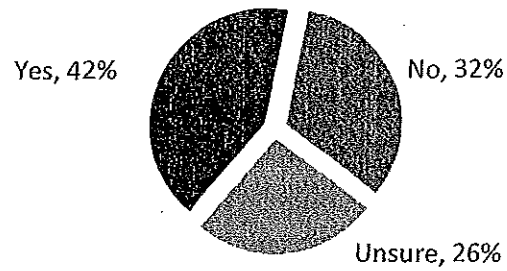
- If the gallery does charge admission for special exhibitions, the large majority (76%) of residents agree that free admission should be made available at one period during the week, including 30% who *completely* agree. This is the strongest level of agreement recorded in the series of questions on admission fees.

Q. Which statement describes how often you would visit the gallery if it were to introduce an admission fee for special exhibitions?



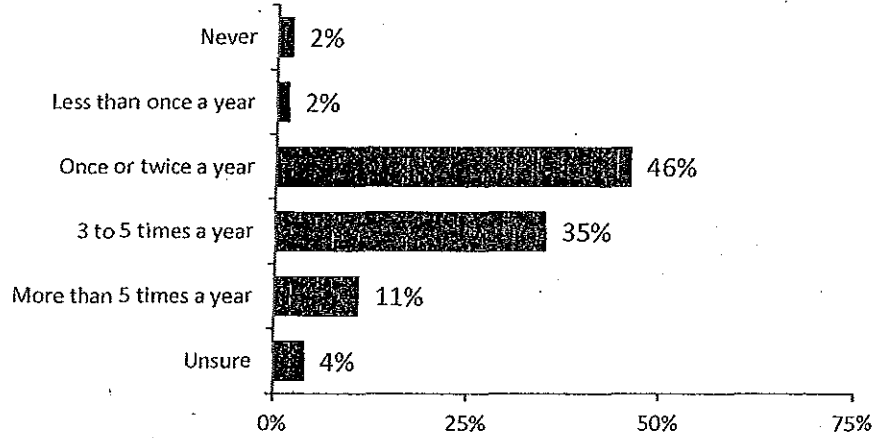
- While a third (33%) say the frequency of their visits to the gallery will depend on how much the admission costs, just over a quarter (27%) say an admission fee for special exhibitions would not stop them from visiting the gallery.
- Another 6% say an admission fee for special exhibitions would reduce their visits by three or more visits a year, 13% say it would reduce their visits by 1 or 2 visits a year and 18% say they would no longer visit.

Q. *Would you purchase items from a gift shop located at the Remai Art Gallery of Saskatchewan?*



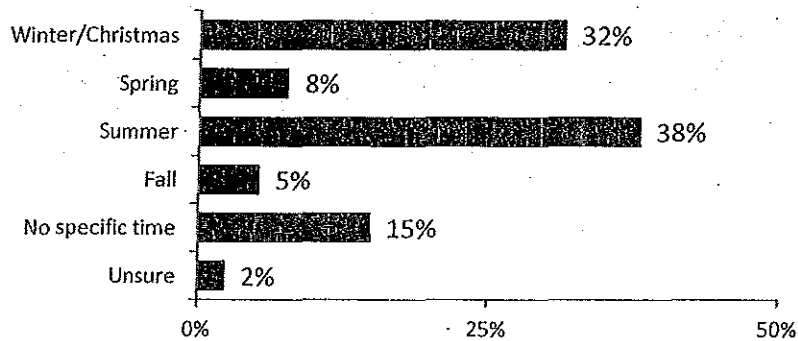
- Roughly four out of every ten residents (42%) would purchase items from a gift shop located at the Remai Art Gallery of Saskatchewan.

Q. How many times a year would you visit the Remai Art Gallery of Saskatchewan gift shop?



- Among those who would visit a gift shop at the Remai Art Gallery, the largest percentage say they would visit once or twice a year (46%) or three to five times a year (35%).

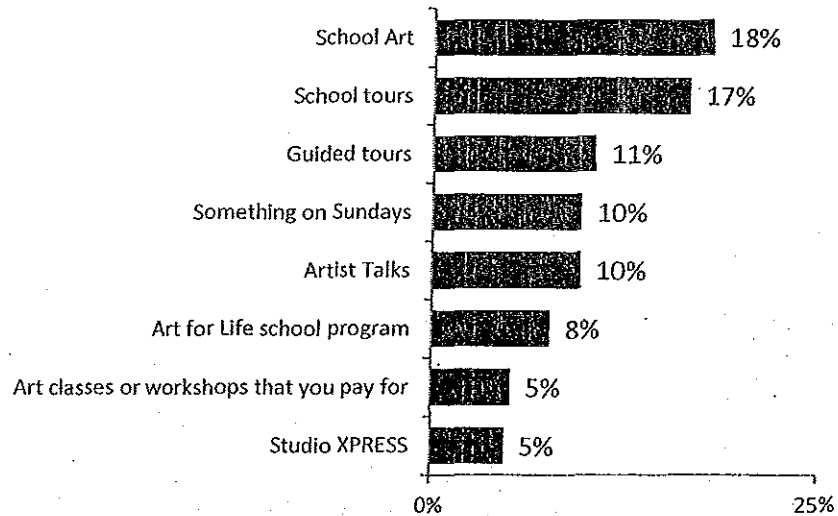
Q. What time of year would you visit the most?



- The summer and winter/Christmas seasons would be the most popular seasons for visiting the gift shop, with 38% saying they would visit most often in the summer and 32% saying they would visit most often in the winter.

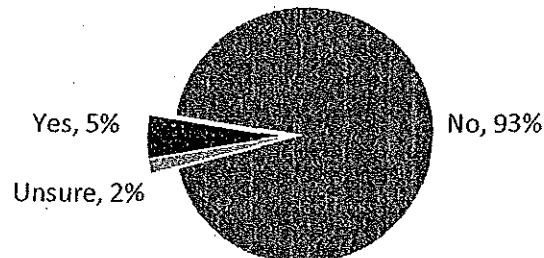
## Programs

Q. In the last two years, have you or your children participated in any of the following programs at the Mendel Art Gallery?



- Close to a fifth of residents have participated or had their children participate in School Art (18%) or school tours (17%) at the Mendel, and 8% have participated in the Art for Life school program.
- Roughly a tenth have participated or had their children participate in guided tours (11%), Something on Sundays (10%) and Artist Talks (10%).

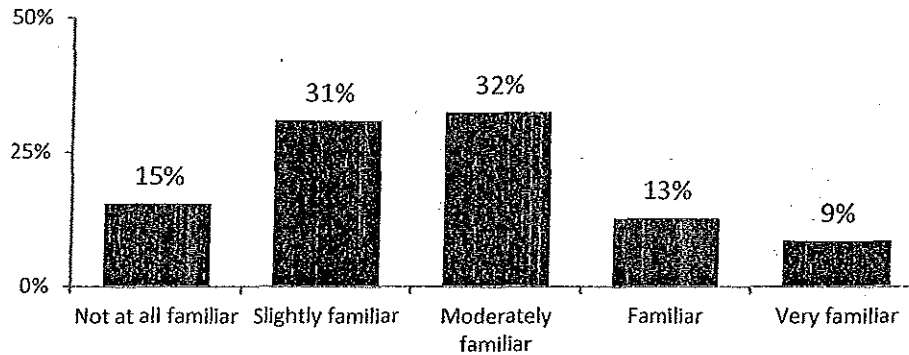
Q. In the last two years, have you or your children participated in any other programs at the Mendel Art Gallery?



- Few residents (5%) have participated or had their children participate in other programs at the Mendel over the last few years.

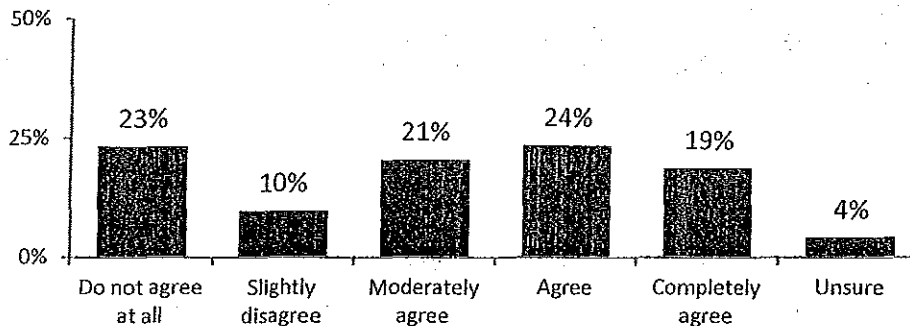
## Community Support

Q. Before this survey, how familiar were you with the Remai Art Gallery of Saskatchewan project?



- The large majority (85%) of residents were at least slightly familiar with the Remai Art Gallery of Saskatchewan project before the survey, with 9% describing themselves as *very familiar*.

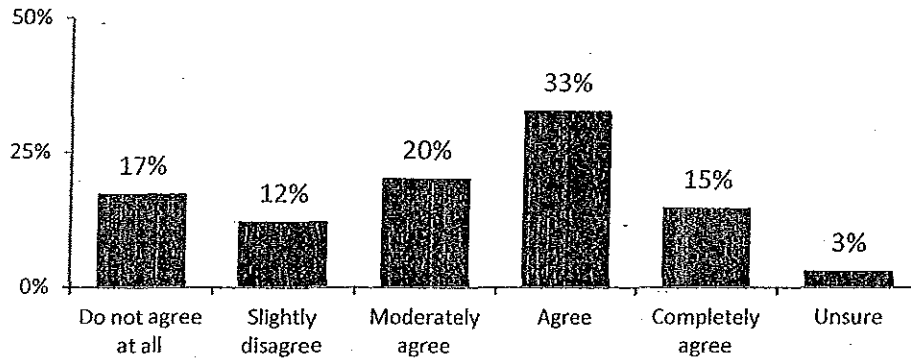
Q. Do you agree that relocating the civic gallery from the Mendel building to the expanded Remai Art Gallery of Saskatchewan is good for Saskatoon?



\* Exceeds 100% due to rounding

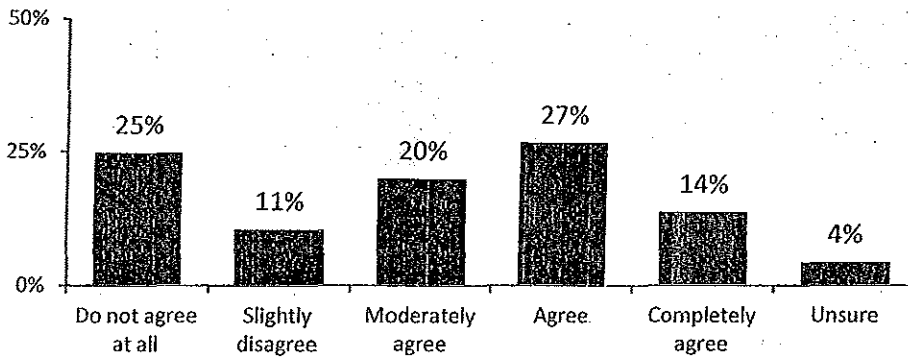
- Close to two-thirds (64%) of residents agree that relocating the civic art gallery is good for Saskatoon, including roughly a fifth (19%) who *completely agree*.

Q. Do you agree with that the Remai Art Gallery of Saskatchewan will improve how our city is perceived by others in Canada?



- Almost 7 out of 10 residents (68%) agree that the Remai Art Gallery of Saskatchewan will improve how our city is perceived, including 15% who *completely agree* and 53% who *agree/moderately agree*.

Q. Do you agree that relocating the art gallery closer to downtown at River Landing will increase gallery visitation?



\* Exceeds 100% due to rounding

- Roughly six out of 10 residents (61%) agree that relocating the gallery closer to downtown at River Landing will increase visitation, including 14% who *completely agree* and 47% who *agree/moderately agree*.



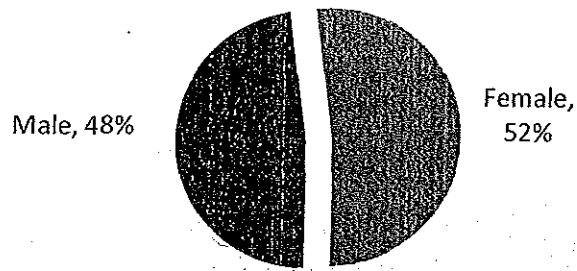


# Appendices

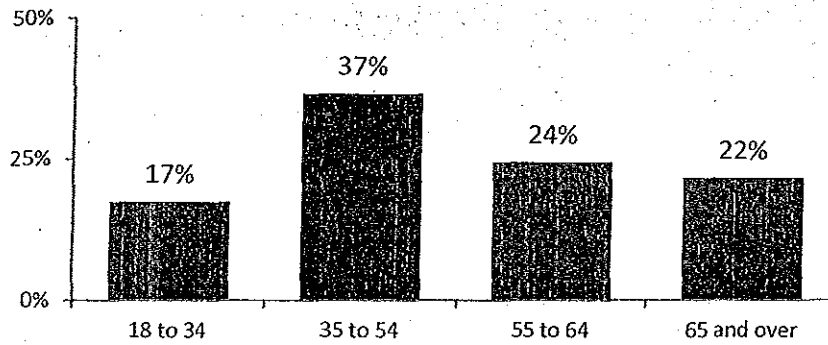
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## Demographics

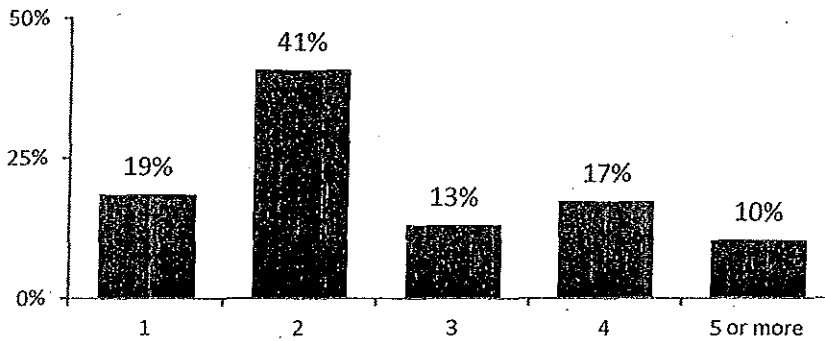
### Gender



### Age



### Household Size (number of people living in household)



## Survey Instrument

Hello, my name is \_\_\_\_\_ and I'm calling from Fast Consulting, a professional opinion research firm. Tonight, we're conducting a short survey to ask people about their opinions regarding the Mendel Art Gallery and new Remai Art Gallery of Saskatchewan. It takes about 8 to 10 minutes to complete and responses are completely confidential.

### Visitation

1. Do you visit the Mendel Art Gallery?
  - 1) Yes
  - 2) No
  - 3) Unsure
  
2. [If yes] How many visits have you made to the Mendel in the last year? [RECORD RESPONSE]
  - 1) None
  - 2) 1 or 2
  - 3) 3 to 5
  - 4) 6 to 10
  - 5) 11 to 20
  - 6) More than 20
  - 7) Unsure
  
3. The move to the new location at River Landing will mean the Remai Art Gallery of Saskatchewan will expand from the Mendel's current size of 25,000 square feet to about 125,000 square feet. How likely is it that you will visit the gallery at its new location at River Landing when it opens?
  - 1) Not at all likely
  - 2) Slightly likely
  - 3) Moderately likely
  - 4) Likely
  - 5) Very Likely
  - 6) Unsure
  
4. [If yes] How many visits do you think you will make to the gallery in a typical year after it opens?
  - 1) None
  - 2) 1 or 2
  - 3) 3 to 5
  - 4) 6 to 10
  - 5) 11 to 20
  - 6) More than 20
  - 7) Unsure/dk
  
5. There will be new features at the Remai Art Gallery of Saskatchewan when it relocates to its expanded facility. How likely is it that you would visit the gallery because it has...
  - a. A bistro style counter-service café
  - b. An expanded gift shop with more products
  - c. A large meeting space for special events
  - d. More art classes and art programs
  - e. More exhibitions of the collection
  - f. More touring exhibitions
  - g. A lecture theatre that can also host film screenings and small performances

- 5) Completely agree
- 6) Unsure

### Admissions

As you likely already know, the Mendel Art Gallery at present offers free admission to the public. With the move to River Landing, a much larger exhibition space and significantly enhanced program offerings, an admission charge for special or significant exhibitions may be necessary. (Note that the new larger gallery at River Landing will be known as the **Remai Art Gallery of Saskatchewan** in honour of the major donor.)

9. Do you agree or disagree that...
- a. The gallery should continue to offer free admission to the public for all exhibitions at all times.
  - b. The gallery should continue with free admission to the permanent collection, but charge an admission fee to special or significant exhibitions.
  - c. There should be a standard and affordable admission fee at all times, for the permanent collection as well as special exhibits.
  - d. If there were an admission fee for special exhibitions, there should be one period of time during the week (e.g. Wednesdays) where free admission is made available to the public.

- 1) Do not at all agree
- 2) Slightly disagree
- 3) Moderately agree
- 4) Agree
- 5) Completely agree
- 6) Unsure

10. Even if access to the permanent collection exhibits is free, there may be occasions when a major special exhibition of an artist of international renown (e.g. Picasso) or national stature (e.g. Group of Seven exhibit) needs to charge a special admission fee in order to cover costs of bringing the exhibition to Saskatoon. What is the *maximum* amount you would be willing to pay for an individual adult admission to the Gallery under such a scenario (assuming the artist was of great interest to you)? [READ ALL]

- a.
- b. Nothing: would not likely attend
- c. No more than \$5
- d. No more than \$10
- e. No more than \$15
- f. No more than \$20
- g. No more than \$25
- h. More than \$25, depending upon the artist

11. Would you be willing to pay \$50 for a yearly membership to the Remai Art Gallery if it enabled you to have free admission for as many visits as you would want and reduced rates for special exhibitions?

- 1) Yes
- 2) No
- 3) Unsure

12. Which statement describes how often you would visit the gallery if it were to introduce an admission fee for special exhibitions? [READ ALL]

17. Approximately how much do you think you would spend on a typical visit to the gift shop?
- None
  - Less than \$25
  - \$25 to \$49
  - \$50 to \$99
  - \$100 or more
  - Other
  - Unsure

#### Programs

18. In the last 2 years, have you or your children participated in any of the following programs at the Mendel Art Gallery?
- Something on Sundays
  - Studio XPRESS
  - Art classes or workshops that you pay for
  - Art for Life school program
  - School tours
  - Guided tours
  - Artist Talks
  - School Art
  - Other (please specify)
19. Do you think you or your children would participate in these programs at the Remai Art Gallery of Saskatchewan?
- Yes
  - No
  - Unsure
20. Would you be willing to pay for an art class or workshop at the Remai Art Gallery?
- Yes - approximately how much would you be willing to pay for one class?
  - No
  - Not sure

#### Community Support

21. Before this survey, how familiar were you with the Remai Art Gallery of Saskatchewan project?
- Not at all familiar
  - Slightly familiar
  - Moderately familiar
  - Familiar
  - Very familiar
  - Unsure
22. Do you agree or disagree that relocating the civic gallery from the Mendel building to the expanded Remai Art Gallery of Saskatchewan is good for Saskatoon?
- Do not at all agree
  - Slightly disagree
  - Moderately agree
  - Agree
  - Completely agree

27. What concerns, if any, do you have about the new Remai Art Gallery of Saskatchewan? [OPEN  
END]

28. Would do you like most, or what are you most looking forward to, about the new art gallery in  
Saskatoon?

#### Demographics

We have a few remaining questions left to help classify your responses. Please be assured your answers  
will remain confidential.

D-1. Including yourself, how many people live in your household?

- 1) One
- 2) Two
- 3) Three
- 4) Four
- 5) Five or more
- 6) Prefer not to say

D-2. How many children under the age of 18 live in your household?

- 1) One
- 2) Two
- 3) Three
- 4) Four or more
- 5) Prefer not to say

D-3. Please select the category in which your age falls:

- 1) 18 to 34
- 2) 35 to 54
- 3) 55 to 64
- 4) 65 and older
- 5) Prefer not to say

D-4. What is your highest level of education?

- 1) Some high school
- 2) Completed high school
- 3) Some technical school or college
- 4) Completed technical or college diploma
- 5) Some university
- 6) Completed university degree
- 7) Prefer not to say

D-5. Which of the following describes your current employment situation?

- 1) Employed full time
- 2) Employed part time
- 3) Self employed
- 4) Unemployed
- 5) Farmer
- 6) Homemaker
- 7) Retired
- 8) Student
- 9) Prefer not to say



**The Remai**  
**Art Gallery of Saskatchewan**  
**Business Plan: 2015 to 2017**

March, 2012

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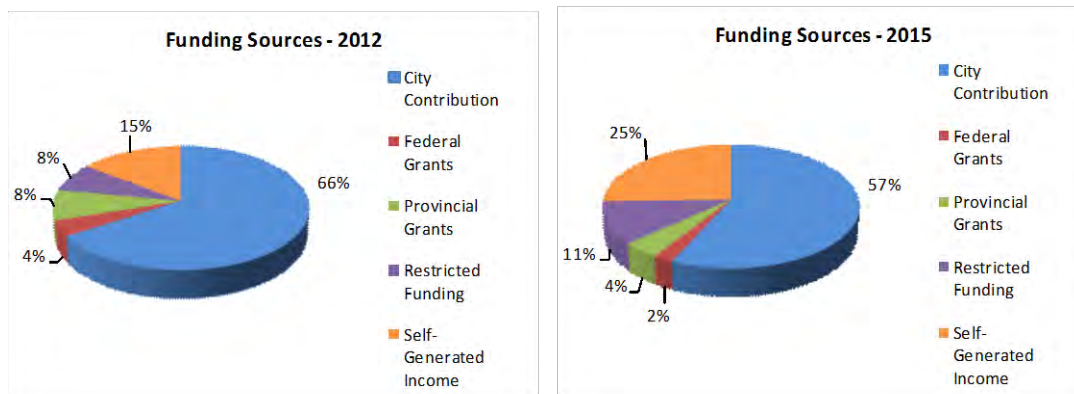
## INTRODUCTION

In early 2015, the Rемаi Art Gallery of Saskatchewan (The Rемаi Gallery or the Gallery) will open at River Landing in Saskatoon's south downtown. As part of the City of Saskatoon's plans to revitalize its south downtown, civic leaders have approved plans to build a new art gallery on the riverfront of the South Saskatchewan. Galleries are not built every day, and this new facility will be a landmark for the city and a sensational addition to the Canadian art scene.

The Rемаi Gallery will be important to Saskatoon and to Canada. It will make a profound mark on the community, introducing a vibrant gathering place in an inner-city neighborhood that is enjoying a long-anticipated renewal. The Rемаi Gallery is poised to become the premier Western Canadian art gallery, celebrating the region's contribution to the visual arts world while maintaining an uncompromising commitment to public accessibility.

In preparation for the move, Management, with the approval of the Board of Trustees, has prepared this Business Plan. The Business Plan is based on research and historical operating data.

Current and projected funding sources are shown in the following pie charts:



The City's operating grant currently covers 66% of the Mendel's operating costs. This percentage will drop to 57% in 2015 with the increase from 15% to 25% in the Gallery's self-generated revenue. The City of Saskatoon's contribution to the Mendel's budget in 2012 is \$2,507,028 and is anticipated to increase to \$3,993,006 in 2015. The total estimated increase to the City's operating grant from 2012 to 2015 is \$1,485,978, which includes the increased building maintenance, utilities and reserve costs of \$1,261,200. The remaining \$224,778 is for increased security, staffing and inflationary costs over the 3 year period. The budget includes an increase of an additional 7.49 FTEs which includes 2.00 FTEs that are funded from self-generated revenue. The increase in staff is required to support the new requirements for operating and programming the new facility.

The table below identifies the operating impact of The Mendel 2013-2014 and The Rемаi Gallery 2015-2017.

### Summary of Operating Impact

|   | 2012                | 2013                | 2014                | 2015                | 2016                | 2017                |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <i>Revenue</i>                            |                     |                     |                     |                     |                     |                     |
| Federal Grant                             | \$ 160,000          | \$ 160,000          | \$ 160,000          | \$ 160,000          | \$ 160,000          | \$ 160,000          |
| Provincial Grant                          | 301,000             | 301,000             | 301,000             | 301,000             | 301,000             | 301,000             |
| Restricted Funding                        | 285,646             | 431,400             | 291,400             | 790,350             | 796,535             | 792,839             |
| Program Revenue                           | 74,800              | 33,790              | 34,134              | 34,484              | 34,842              | 35,207              |
| Self Generated Income                     | 479,730             | 505,540             | 535,900             | 1,748,782           | 1,839,866           | 1,949,116           |
| <b>Total Revenue</b>                      | <b>\$ 1,301,176</b> | <b>\$ 1,431,730</b> | <b>\$ 1,322,434</b> | <b>\$ 3,034,616</b> | <b>\$ 3,132,243</b> | <b>\$ 3,238,162</b> |
| <i>Expenditures</i>                       |                     |                     |                     |                     |                     |                     |
| Program and services                      | \$ 2,745,130        | \$ 2,934,275        | \$ 3,023,537        | \$ 3,468,484        | \$ 3,542,150        | \$ 3,599,401        |
| Self Generated Expenses                   | 211,530             | 225,297             | 326,884             | 787,609             | 800,617             | 822,796             |
| Mtce Agreement Fee (Building)             | 476,200             | 486,976             | 497,968             | 1,800,000           | 1,854,000           | 1,909,620           |
| Transfer to Building Reserve <sup>1</sup> | 62,600              | 62,600              | 62,600              | 0                   | 273,056             | 546,112             |
| Transfer to Restrictd Funds               | 272,444             | 431,400             | 291,400             | 790,350             | 796,535             | 792,839             |
| Transfer to various Reserves              | 40,300              | 40,300              | 90,100              | 181,179             | 188,158             | 196,004             |
| <b>Total Expenditures &amp; Transfers</b> | <b>\$ 3,808,204</b> | <b>\$ 4,180,848</b> | <b>\$ 4,292,489</b> | <b>\$ 7,027,622</b> | <b>\$ 7,454,516</b> | <b>\$ 7,866,772</b> |
| <b>City Contribution Required</b>         | <b>\$ 2,507,028</b> | <b>\$ 2,749,118</b> | <b>\$ 2,970,055</b> | <b>\$ 3,993,006</b> | <b>\$ 4,322,273</b> | <b>\$ 4,628,610</b> |
| <b>Total Contribution from Self</b>       |                     |                     |                     |                     |                     |                     |
| <b>Generated Activities</b>               | <b>\$ 268,200</b>   | <b>\$ 280,243</b>   | <b>\$ 209,016</b>   | <b>\$ 961,173</b>   | <b>\$ 1,039,249</b> | <b>\$ 1,126,320</b> |
| <b>FTE Increases</b>                      |                     | <b>2.00</b>         | <b>1.00</b>         | <b>4.49</b>         | <b>0.00</b>         | <b>0.00</b>         |
| <b>Total FTEs</b>                         | <b>24.75</b>        | <b>26.75</b>        | <b>27.75</b>        | <b>32.24</b>        | <b>32.24</b>        | <b>32.24</b>        |

<sup>1</sup> - As per the City Administration, the Reserve Contribution will be phased in. In year one (2015) no funds will be contributed to the reserve, in 2016 one-third of the total contribution will be made, in 2017 a two-thirds contribution will be made and by 2018 the full contribution will be added to the reserve.

For Complete Financial Analysis refer to Appendix 1.

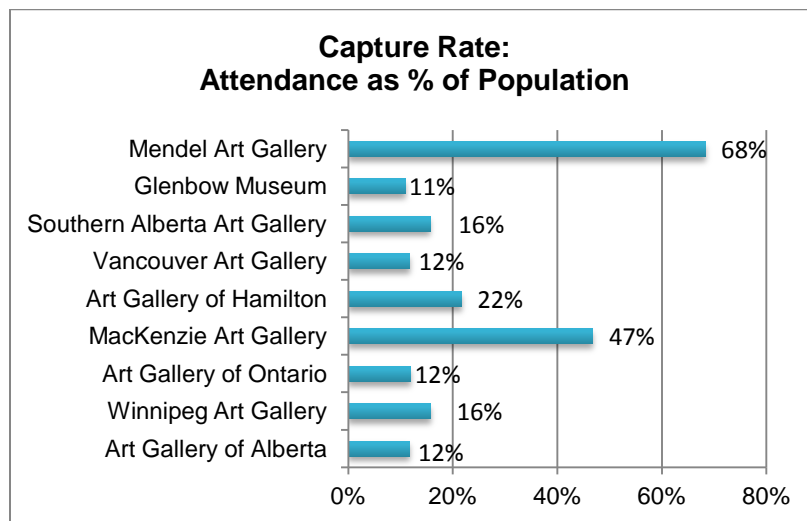
### BACKGROUND

The Saskatoon Art Gallery and Civic Conservatory officially opened on October 16, 1964. It had been built on the initiative of the Saskatoon Arts Centre and Fred Mendel who initially contributed \$175,000 towards the construction of the Gallery. The following year, Mr. Mendel and his family donated 13 paintings including some by the Group of Seven, which today form a significant part of the Mendel Art Gallery's Permanent collection. In 1967 the City of Saskatoon assumed ownership and responsibility for the Gallery providing it with operational funding.

The core mandate of the Mendel Art Gallery is:

***“To operate and maintain in the City of Saskatoon, a public museum for the collection, exhibition, preservation and interpretation of works of art and for the development of public understanding and appreciation of art”.***

During the 1960s and 1970s the Mendel Art Gallery established itself as a gathering place for Saskatoon’s art community: visual artists and artisans exhibited their work; the Camera Club met at the Gallery regularly; classical, jazz and pop musicians performed; readings were held; films were shown; and since 1964, more than 450,000 school students from Saskatoon and Saskatchewan have participated in gallery programs. Over the past 48 years the Gallery has earned an exceptional reputation, locally and nationally for its high level of engagement with its community, its excellence in exhibitions, its significant permanent collection, and its notable level of public programming. With over 160,000 visitors in 2011, the Mendel has one of the highest per capita attendance rates in Canada.



In 2006, market research conducted by Saskatoon-based Fast Consulting showed a majority of key stakeholders viewed the Gallery as a prime tourist attraction, but felt it was not positioned or promoted as such. The majority of residents felt the Gallery should expand if it wanted to attract more people. Internally, staff and the Board of Trustees recognized the current facility was not large enough to accommodate significant national and international exhibitions impeding the Gallery’s presentation mandate and its ability to enhance public understanding and appreciation of art. The Gallery’s permanent collection had grown to a size where offsite storage was required, space for Public Programs was limited, preparation areas for exhibitions were inadequate, and administrative space was extremely tight.

Initially, renovations to the existing facility were investigated and a \$21.5 M expansion was proposed. While the City and Province made financial commitments to the project, further support was tepid with the quiet phase of a capital campaign raising less than \$1M of a \$6M target. No funding was forthcoming from the Federal Government.

In early 2009 the Gallery’s Board Chair and CEO/Executive Director initiated discussions with City leaders about exploring a River Landing location for the Gallery. On April 3, 2009 the Art Gallery of Saskatchewan gained momentum when Saskatoon’s City Council announced that, with commitments from the Federal and Provincial Governments, it intended to build a purpose-built

gallery that would also serve as a destination centre in the city's south downtown, at River Landing. Some controversy around the relocation of the Gallery and the loss of the Mendel name followed the announcement. The Gallery's Board and Management responded by indicating the Mendel legacy would be honored with a dedicated gallery space in the new facility where the works donated by Fred Mendel and his family would be displayed. Since this initial reaction concerns have been addressed and the controversy has subsided.

On April 26, 2010 the Functional Program Plan for the Gallery was approved by City Council.

The schematic design concept for the \$71-million Art Gallery of Saskatchewan, designed by KPMB Architects of Toronto, in association with Smith Carter Architects and Engineers, Winnipeg was approved May 30, 2011 by City Council. Under the *Building Canada* infrastructure program, the three levels of government have committed a total of \$51 million for construction of the new Gallery. The remainder is being raised in a \$20-million private sector fundraising campaign. The Gallery and its patrons will also be served by a \$13.2M underground parkade which will be owned and operated by the City.

On June 3, 2011, Saskatoon philanthropist Ellen Remai announced a donation of \$30 million to the Art Gallery of Saskatchewan on behalf of the Frank and Ellen Remai Foundation. The gift provides for \$15 million toward the construction costs of the 11,582-square-meter, four-storey gallery, and \$500,000 annually for 30 years for enhanced exhibition programming. In gratitude for this gift, which is unprecedented in Saskatchewan history, City Council unanimously voted June 13, 2011 to name the new Gallery the Remai Art Gallery of Saskatchewan (The Remai Gallery or the Gallery); and on June 22, the City held a public open house to give citizens a chance to hear the architects' vision for the Gallery and to see the designs.

The four-storey facility will be a year-round destination in its own right and a landmark for Saskatoon. The main floor with an inviting, bright and spacious atrium houses a Bistro Café, Gallery Shop, Community Studio, Education Activity Suite while glazed windows on the south side of the building will offer unparalleled views of the river. Also on the main floor will be the Mendel Salon - a permanent display of the artworks donated by Fred Mendel. In addition the Mendel Salon will feature the Perehudoff Murals recently rescued and restored from Mr. Mendel's offices at Intercontinental Packers/Mitchell's Gourmet Foods. The atrium will be one of the largest public spaces in the building. It will set the tone for visitors' experiences as a whole and is destined to become Saskatoon's 'living room'.

The second floor will contain a 150-seat state-of-the-art Lecture Theatre ideal for public presentations, video and small performances. The permanent collection Galleries will offer exhibitions of the City-owned collection of more than 7,000 artworks. A Multipurpose Room with full service kitchen attached can accommodate 200 people for a banquet or 350 people for a reception.

The third floor comprises the galleries where the regular changing exhibitions will be presented as well as 'special exhibitions' - those exhibitions which are made possible, in part, with the Remai Foundation

funding. The Gallery's exhibition plans will include works from its Permanent collection along with contemporary and historical works of local, national and international calibre.

The fourth floor of the building will contain the administrative offices, a 30-seat Board room, 10-seat Meeting Room, and a seasonably accessible roof top terrace which will be able to accommodate 70 to 80 people for a reception or banquet.

The arrival of the Rемаi Art Gallery of Saskatchewan, alongside Persephone Theatre, at River Landing, will make the site a center of arts and culture that defines the City's identity for the future. The City has clear objectives for the River Landing site. It wishes to ensure the development is a strong attraction for residents and visitors, and functions as a gateway to the river activity areas.

### **ENVIRONMENTAL SCAN**

The Gallery is fortunate to have a strong, dedicated Board of Trustees and an enthusiastic, committed and skilled staff team working collaboratively to enhance public learning and understanding about the importance of art in the lives and to the community.

The Gallery's exhibition program places local and regional artists within a national and international context. The exhibitions situate local art production within a broader discourse by researching, preparing and exhibiting the work of local, national and international artists within a dynamic series of exhibitions. Issues of commonality and difference in terms of media, approach, content and execution are considered and investigated throughout the programming year. The Gallery offers a number of public programs to visitors of all ages that advances understanding and appreciation of the artwork being presented. The Gallery offers a regular schedule of public lectures, artist talks and symposia. Family and child-friendly hands-on programs are designed to make art more accessible and, with the exception of the Education Studios and Guided Tours, all public programs are offered free-of-charge. Partnerships with community groups locally and with galleries across the country underscore the Gallery's commitment to providing an exemplary public service that fosters artistic and creative capacity and appreciation for the arts.

The Gallery is committed to its role of providing a public service to the citizens of Saskatoon in the most cost efficient manner possible and to careful fiscal management. Over the past 20 years, the number of FTEs has decreased while increases to the Gallery's operating budget have related primarily to building maintenance, insurance and salary adjustments.

The current facility has presented a number of challenges for the Mendel Art Gallery Board and staff including: a shortage of space for key gallery functions such as inadequate space for significant exhibitions and public programs, operational problems associated with collection handling, exhibitions preparation and changeover; inflexible flow of visitors; outdated mechanical and air handling systems; and lack of space for staff. The needs and expectations of a growing city and one of its primary cultural amenities, coupled with the limitations of the physical plant, have established a significant challenge for the Board of Trustees and the City. The current number of staff is stretched to develop and implement

the current exhibition program and elevate public programming, outreach activities and partnerships, and operate the Gallery as outlined in this business plan.

The Remai Gallery will more than triple the space available for temporary and collection-related exhibitions, and the facility will include a community gallery, studio classrooms, a film and lecture theatre, meeting rooms, spaces for receptions and other public events, and a gift shop featuring the work of local, provincial, Canadian and international artisans. There will be ample storage space for the growing permanent collection, now numbering more than 7,000 works, and the building will meet rigorous modern gallery standards, making it possible to host national and international touring exhibitions previously unavailable to the city.

The increased space and new location means exhibitions, public programs and other offerings at The Remai Gallery will provide opportunities to extend the Gallery's reach to Saskatoon residents and visitors from around the world. Self-generated income levels, currently acceptable in relation to the activity at the Mendel, can be improved upon at The Remai Gallery through increased attendance and income generated through an appropriate admission fee model, facility rentals, catering and the Gallery Shop. There are also opportunities to build upon the momentum created by the Capital Campaign currently underway by increasing memberships, donations and sponsorships to provide additional resources and increased financial stability for the new Gallery.

Patronage from local residents will be critical and the City's visible support for The Remai Gallery can assist in bolstering attendance and participation in programs. Diverse programming, aimed at various audiences and age groups while providing multiple points of access to these programs, is paramount to achieving the Gallery's core mandate and the City's interests in providing a place where people from all walks of life gather to experience the transformative and community building that the visual arts and gallery provides. Robust marketing and promotion of The Remai Gallery and the Gallery's new programs and other offerings will be required to ensure the Gallery reaches a multitude of audiences. Adequate staffing levels to ensure the quality of service and programs are achieved and City funding support underlie the ability of the Gallery to achieve its goals and meet the standards of service expected by the people of Saskatoon.

## **THE BUSINESS PLAN OVERVIEW**

The Business Plan for The Remai Gallery is grounded by the Core Purpose, Mandate and Vision of the Gallery. It is informed by research conducted specifically to validate assumptions and provide recommendations that contribute to realistic and measureable goals that will ultimately benefit the citizens of Saskatoon and Saskatchewan. With support from the City of Saskatoon, the following consultancies were undertaken to inform this business plan:

### *Fast Consulting - Market Assessment:*

- ✓ verify the level of support for The Remai Gallery amongst Saskatoon residents;
- ✓ assess residents' opinion for revenue generating activities (i.e. admissions, programs, rentals, food services, gift shop; and

- ✓ determine resident support for attendance and membership.

#### *TCI Management Consultants - Admission Fee Study*

- ✓ review options related to various admission fee scenarios;
- ✓ determine the gross and net revenue implications of each scenario; and
- ✓ determine the impact of the various admission fee scenarios on membership.

#### *fsSTRATEGY - Food and Beverage Opportunity Assessment and Management Strategy*

- ✓ determine the potential value of the food and beverage, catering and facilities rentals business;
- ✓ make recommendations related to the Gallery offering these services and determine the impact on the private sector;
- ✓ determine management model options for engaging food service operator(s), including the pros and cons of each model, and recommend the most appropriate model;
- ✓ determine how many and the type of food and beverage operators to be considered; and
- ✓ make recommendations related to marketing and managing facility rentals.

#### *DCG Philanthropic Services Inc. - Annual Fundraising Strategy*

- ✓ identify an ongoing fund development program that includes memberships, individual and major gifts, planned giving including revenue expectations for each;
- ✓ make recommendations on an effective stewardship program;
- ✓ identify an ongoing sponsorship development program and revenue expectations;
- ✓ identify best practices related to developing new members and prospects;
- ✓ comment on the impact of special events; and
- ✓ provide recommendations related to the current and future staff required for future fundraising needs.

#### *Professional Computer Services - IT Study*

- ✓ propose a server and workstation platform;
- ✓ identify hardware and software required to support Gallery functions, program related activities and visitor services;
- ✓ ensure integration of and operation with current software and identify new software required; and
- ✓ provide a high level estimate of capital costs associated with the server and workstation platform, hardware and software.

Where interviews with other jurisdictions were undertaken by the consultants, each company was asked to interview the same galleries to ensure consistency and comparability in findings.

Terry Schwalm was contracted to oversee the work of the consultants, and to assist management in drafting this business plan.

## CORE PURPOSE

With a long history as Saskatoon's Municipal Art Gallery, the Mendel Art Gallery is preparing to move to a new location and transform itself into the Remai Art Gallery of Saskatchewan which will open its new facility in the City's south downtown at River Landing in early 2015. Building on the legacy of the Mendel Art Gallery, the purpose of The Remai Gallery is set out in the following excerpt from the Articles of Incorporation:

The activities the Corporation may carry on are restricted to:

- The establishment, management, operation and maintenance of The Art Gallery of Saskatchewan in the City of Saskatoon and promotion of its facilities, amenities, works of art and programs for the benefit of the citizens of the City of Saskatoon and visitors;
- Encouraging the development and appreciation of the fine arts, with particular emphasis on the visual arts, including creation, collection, exhibition and presentation of the same, the provision of various educational, teaching and other programs and the lending and borrowing of works of art and art displays, and
- All things necessarily incidental to and reasonable connection with the above in relation to the operation of The Art Gallery of Saskatchewan as a provincially, nationally and internationally renowned art gallery.

## CORE MANDATE

The Remai Art Gallery of Saskatchewan is a living public trust. The mandate of the Gallery is:

***“To operate and maintain, in the City of Saskatoon, a public museum for the collection, exhibition, preservation and interpretation of works of art and for the development of public understanding and appreciation of art.”***

The Remai Gallery will carry out its mandate by:

- Developing and holding in trust for the citizens of Saskatoon, the Province of Saskatchewan, and Canada, a representative and outstanding permanent collection of contemporary and historical works of art by Saskatchewan, Canadian, and International artists.
- Providing a balanced program of curated visual art exhibitions in various media and in consideration of issues of race, gender, politics, and contemporary cultural ideas and concerns.
- Circulating exhibitions regionally, nationally, and internationally to expand and serve audiences beyond the City of Saskatoon, to provide greater exposure for significant art of the region, and to participate in active exhibition exchange with art museums from other centres.
- Publishing exhibition catalogues of original curatorial research related to exhibitions and the permanent collection for use by researchers, Art Gallery and museum professionals, critics, writers, artists, students, and the general public.



- Providing a wide range of public programs that encourage diverse audiences to engage with works of art and to enjoy and learn more about the visual arts.
- Providing professional public programs that encourage the study and appreciation of art by avocational and professional artists, curators, art writers, and academics.
- Serving as a vital resource for local and regional art galleries, artist-run centres, museums, arts organizations, schools, universities, and the diverse cultural communities of Saskatchewan.
- Raising funds from a variety of public sources (through grants and City allocation) and private sources (i.e. sponsorships, donations, membership) to fund the programs and operations of the Gallery.

## **VISION**

It is the goal of The Remai Gallery to be a vital gathering place, a cornerstone in the cultural life of Saskatoon and Saskatchewan, and a dynamic and highly respected, leading arts institution in Canada. The Remai Art Gallery is committed to being a relevant, responsive and responsible partner in the arts, cultural and economic development of the City and region where the experience of art brings people together to see the world in new ways.

## **GUIDING PRINCIPLES**

- To further develop a major community asset for the people of Saskatoon.
- To support and promote the visual artists of Saskatoon and Saskatchewan.
- To be Saskatoon's centre for visual art experiences in the broadest and most inclusive ways possible.
- To be actively engaged in Saskatchewan's various communities by sharing resources and expertise.
- To present a balanced, quality program of exhibitions and public programs that provide the most innovative public and professional programs, thereby ensuring that the constituents have maximum enjoyment of the visual arts.
- To be a leading visual arts institution, locally and nationally.
- To make significant gains in private sector support for The Remai Gallery.

## **THE REMAI BRAND – THE GALLERY’S COMMITMENT TO SERVICE**

The four-storey Remai Art Gallery of Saskatchewan will be a key destination in River Landing for both residents and visitors. Together with Persephone Theatre and planned residential and commercial development on the adjoining site, the Gallery will help to animate the riverfront and connect with downtown.

There is a remarkable alignment between the City’s vision to create a culturally oriented ‘destination’ at River Landing and the Gallery’s determination to have a more dynamic presence in the City. Galleries around the world are moving away from the ‘temple’ model and seeking ways of becoming more engaging, accessible, and transparent, with a greater diversity of activity. The underlying motivation is to deepen and broaden their relationship with, and involvement in, their communities. A common feature is the creation of very public and lively spaces where many social activities occur. One of the focal spaces in this marriage of intentions will be the Gallery’s atrium. With a welcoming Gallery Shop, Bistro Café and program spaces attached, the atrium provides the initial impression and experience for visitors before entering the exhibitions. It can become the ‘winter haven’ and gathering place. The Multipurpose Room, Conference and Meeting Rooms and Lecture Theatre on the upper floors will add to the facility’s amenities and public offerings to the public.

Notwithstanding the many expectations on this site, providing an Art Gallery facility worthy of the potential of the institution is an overriding objective in the Functional Program Plan approved by City Council in April 2010. The Remai Gallery will have a strong visible presence within the community and it must have a distinctive brand identity to assert its own stature as a leader in the visual arts. Key to the development is branding the Gallery as a gathering place where the experience of art intersects with freedom of interaction and mingling among different communities and user groups to help define a key aspect of the new Saskatoon.

In late summer/early fall 2011, the Gallery initiated the process of creating and defining a new and distinctive brand for The Remai Gallery, including detailed concept work on developing a striking new visual identity and comprehensive brand and marketing strategy. The brand establishes the overall framework in which the new Gallery will emerge and grow and it will define and drive the personality and operation of this new cultural and civic landmark. The new visual identity is planned to be revealed in the spring of 2012 as part of the Capital Campaign.

The brand and marketing strategy will establish The Remai as a centre of excellence for Western Canadian art, and will differentiate the Gallery from other art galleries. It will give the Gallery’s communication, marketing and education materials clear, compelling and co-ordinated messages and direction. It offers a visual identity system (a ‘look and feel’) that is distinct and identifiable to the Gallery and will consistently demonstrate and articulate the personality of The Remai Art Gallery of Saskatchewan. The Gallery’s brand essence will mature over time growing stronger and more refined. The brand plan will create the Gallery’s overall identity as it grows to integrate with the community and responds to the expectations and desires of those who visit it.

The Remai brand is about distinguishing the Gallery as a centre for creativity, a place that is open to all, and where innovation and inspiration and most importantly, quality service, are central to all programs and offerings. The Gallery will ensure excellence in programming, in outreach activities and in the services provided to the citizens of Saskatoon and visitors from the province and around the world.

In the months leading up to the opening of the new Remai Gallery, people will come to know the Gallery better and understand what to expect when they interact with the Gallery. The public will discover new things about the Gallery, uncover surprising new truths and better understand how the Gallery represents the community's past and future. The public will get to know and develop pride in this new destination for Saskatoon and area, and it will be a place of curiosity, creativity, reflection and exploration – a portal through which Saskatoon will view the world and the world will view Saskatoon.

### **OWNERSHIP AND GOVERNANCE**

The Remai Gallery is owned by the City of Saskatoon and is incorporated under the Non-Profit Corporations Act of Saskatchewan. The Gallery received registered charitable status in January 2012. The Remai Art Gallery of Saskatchewan is one of two public art museums designated by the Government of Saskatchewan as having provincial responsibilities.

The Gallery is governed by a fourteen-member Board of Trustees, twelve of whom are appointed by Saskatoon's City Council, and two of whom are elected by the Gallery's membership. The Gallery's Board of Trustees is one of five of the City's Boards and Commissions. In this role, the Board is responsible for preserving this public asset and governing the affairs of the Gallery on behalf of the City of Saskatoon and its citizens. The Board of Trustees oversees the management of the Mendel Art Gallery, approves policies and budgets, and appoints the CEO/Executive Director. Annually, the Gallery submits its Audited Financial Statements and Annual Report to the City of Saskatoon outlining highlights of the year.

The Gallery receives basic operating funding support from the City of Saskatoon and supplementary financial support for its programs from the Saskatchewan Arts Board, Canada Council for the Arts and Saskatchewan Lotteries. Restricted program funding is also received from the Canada Council for the Arts Acquisitions Program, the Museums Assistance Program at Canadian Heritage and in the future the Ellen and Frank Remai Foundation.

Historically, the City of Saskatoon's financial support has covered full-time equivalent salaries and benefits (FTEs), the capital building replacement reserve contribution, and equipment reserve fund contribution, building maintenance costs (i.e. operating and utilities), Insurance, a portion of the computer data maintenance contract, a portion of security costs, a nominal amount for administrative services (postage, automobile fuel, etc.) and offsite storage. The table below shows a breakdown of the expenditures that were covered by the City Contribution in 2012.

**Expenses covered by the City Grant in 2012**

|                                      |                            |
|--------------------------------------|----------------------------|
| Salaries & Benefits                  | \$ 1,732,345               |
| Insurance                            | 20,400                     |
| Maintenance Fee Agreement            | 538,800                    |
| Security (at 85%)                    | 65,450                     |
| Server/Computer Maintenance (100%)   | 20,000                     |
| Capital Equipment Reserve            | 40,300                     |
| Offsite Storage                      | 65,334                     |
| Administration / General             | <u>24,399</u>              |
| <b>City Operating Grant Required</b> | <b><u>\$ 2,507,028</u></b> |

There has not been a formal agreement with the City in the past regarding its contribution to the Gallery, and at times there has been some confusion as to what comprises the City grant. This plan identifies opportunities for the Gallery to reduce the percentage that the City contributes to the Gallery by generating more self-generated income.

In order to have a complete understanding by both parties of the City's contribution, the following recommendation is made:

**Recommendation #1**

**The Rемаi Gallery Board recommends that a Memorandum of Understanding be developed between the City of Saskatoon and The Rемаi Gallery detailing the City's grant to the Gallery.**

The City's grant is projected to decrease from 66% of the total operating budget for the Gallery in 2012 to 57% in 2015.

All aspects of governance and gallery operations support the delivery of the Gallery's mandate. The overriding guiding principle of the Gallery is to be a relevant resource to this community while ensuring sound and effective fiscal management of the operations so that the assets (i.e. collection) held by The Rемаi Gallery on behalf of the citizens of Saskatoon and Saskatchewan are researched, documented, exhibited, interpreted, protected and preserved for future generations.

The Gallery's proposed programming and operating model at The Rемаi Art Gallery of Saskatchewan includes:

- Continuing to provide a balanced program of contemporary and historical exhibitions that Inform and excite residents' and visitors' knowledge and appreciation of art in Saskatoon, Saskatchewan and the prairie region, and Canada;
- Introducing national and international calibre special exhibitions not previously possible due to limitations of space and lack of funding;
- Introducing engaging Public Programs that will attract new and diverse audiences. To guide

- and achieve this, hire a Manager, Community Education and Public Programs who will also enhance the outreach capacity by creating new partnerships and engaging in new programming opportunities;
- Expanding product lines in the Gallery Shop and increasing sales;
- Introducing a modest Admission fee to special exhibitions;
- Managing the food service and facility rentals business units that will increase the Gallery's capacity to increase its self-generated revenue;
- Expanding the Gallery's capability to generate more funding in memberships, donations and sponsorship; and
- Providing sound financial oversight and management of all operations, thereby preserving the public trust with which the Gallery is given.

## **CORE PROGRAMS**

The Rемаi Gallery's purpose and core public commitment incorporates an integrated, three-pillar approach that links exhibitions, public and outreach programs and the development of the Permanent collection. The Gallery's focus will be on Saskatoon, Saskatchewan, and the prairies and programming activities will seek to establish a balance between relevance to this place and situating the art making of the region in a national and international context.

The Rемаi Gallery intends to provide programming in an immersive environment, where people of diverse backgrounds can connect with visual art through a multitude of activities and resources that are sensitive to a broad range of learning styles. Art education will be offered to small groups of adults and children. Free-guided tours will be held every Sunday, while private guided tours can be arranged any time for any group size. The Gallery will also offer a regular schedule of public lectures, artists' talks, symposia and a variety of family and kid-friendly hands-on educational programs. The Rемаi Gallery will develop strategic partnerships with other organizations in the community, regionally and internationally to create a meaningful dialogue amongst citizens of all backgrounds. Research conducted to inform the business plan found that almost one quarter (24%) of Saskatoon residents say they will participate in programs offered at The Rемаi Gallery, and three out of ten (30%) residents say they would be willing to pay for an art class or workshop at The Rемаi Gallery.

With the unprecedented and generous support of the Ellen and Frank Rемаi Foundation, TThe Rемаi Gallery will receive a \$500,000 contribution annually for 30 years to enhance the Gallery's programs. These funds are restricted to enhanced programming that would not be possible without this support - "special" exhibitions - likely two each year of 8 weeks in duration and of a calibre the Gallery has not been able to attract due to physical limitations of the current facility and/or lack of financial capacity. Research conducted to inform the business plan found that 73% of Saskatoon residents would visit The Rемаi Gallery if there were more exhibitions of the Gallery's collection and 71% would visit if there were more touring exhibitions.

For more information see Appendix 2.

## **REVENUE GENERATING ACTIVITIES**

The move to The Remai Gallery at River Landing provides opportunities for the Gallery to increase its self-generated revenue, and market research conducted to inform the Business Plan found 80% of residents agree that the Gallery should be as financially self-sufficient as possible. The Remai Gallery Board and management see opportunities to significantly increase the Gallery's self-generated income by; introducing a modest admission fee for special exhibitions; offering rental spaces to the public for banquets, receptions and meetings; increasing memberships, sponsorships and donations; and increasing sales in the Gallery Shop.

The November 2011 Fast Consulting Market Assessment found that:<sup>1</sup>

- *80% of residents agree that the Gallery should be as financially self-sufficient as possible;*
- *68% of residents see a Lecture Theatre capable of hosting film screenings and small performances as something that would draw them to the Gallery.*
- *Accessible space is also important with 44% of residents saying a large meeting space for special events would be attractive to them.*
- *56% of residents say they will visit the Bistro Café, and 55% would visit if the Gallery had an expanded Gallery Shop.*

The Remai Gallery sees opportunities to significantly increase the Gallery's self-generated income by:

- increasing Gallery Shop sales;
- introducing a modest admission fee for special exhibitions;
- offering rental spaces to the public for banquets, receptions and meetings; and
- increasing memberships, sponsorships and donations.

What follows are descriptions of each of these activities and the highlights of the research conducted to inform the recommendations in each of these areas.

### **Admission Fees**

The Gallery contracted TCI Management Consultants (Toronto), specialists in feasibility assessments for cultural institutions, to undertake a study related to admission fees, including looking at various admission fee scenarios and assessing the financial impact for each, projecting attendance for each

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<sup>1</sup> Fast Consulting - *Public Opinion Survey Report*, November 2011

scenario and commenting on its likely impact on membership. Four specific admission fee scenarios were examined:

- Scenario A - Free Admission for Everything All the Time
- Scenario B - Free Admission except for special exhibitions
- Scenario C - Modest Admission for Permanent collection and regular exhibitions; Higher Fee for special exhibitions
- Scenario D - Modest Admission Fee with a Free Day /Evening

While about two-thirds of the City's residents would like to see free admission continue, market research shows the majority (73%) agree the Gallery should continue with free admission to the permanent collection, but charge admission to special or significant exhibitions. Few residents (5%) are willing to pay more than \$25 for an individual adult admission to a special exhibition. But close to a third (31%) are willing to pay up to \$10, 13% are willing to pay up to \$15 and another 13% are willing to pay up to \$20. Three out of ten residents (30%) would be willing to pay \$50 for a yearly membership that gave them free admission plus reduced rates on special exhibition.

After examining the Admissions Study report in detail and with consideration of the "intangibles" (i.e. accessibility, visibility, admissions history, etc.) as well as the need for the Gallery to generate more income, The Remail Gallery Board is recommending a modest fee (i.e. on average \$8/person) be considered for special exhibitions. By doing so, casual staff (equivalent to 0.65 FTE) will be required to take admissions.

The Gallery projects from admission's fees net income of around \$338,000 in 2015, reducing to about \$223,000 in 2017 after attendance levels off.

For more information refer to Appendix 3.

### **Food & Beverage and Facility Rentals**

The new Remail Gallery will include a number of spaces that will be made available for rent to the public and which will provide residents and visitors with a variety of food and beverage experiences:

- The Bistro (counter-service) Café, featuring light lunches, snacks and beverages on the main floor of the building, will provide casual seating in the atrium year round and can open to an outdoor river-view patio in warmer months.
- The Multipurpose Room on the 2nd floor can accommodate 200 people for a banquet and up to 350 people for a reception. The room is attached to the main kitchen which will service this room and the Café.
- The seasonably accessible 4th floor Roof Top Terrace, serviced by a small prep kitchen on the same floor, can accommodate 70-80 people for a reception with the Multipurpose Room used as backup in the event of inclement weather.
- The 4th floor Boardroom and Meeting Room can accommodate 30 people and 10 people respectively for business meetings with onsite catering being provided.

- The 2nd floor Lecture Theatre will seat 150 for lectures, film screenings and public presentations.

The Gallery contracted fsSTRATEGY - specialists in consultations to the food service industry - to analyze the financial impact of food and beverage services and facility rentals at The Remai Gallery, and to provide recommendations to The Remai Gallery related to management options.

The study included examining the views of the private sector about the Gallery providing additional services in food and beverage and facility rentals. In general, the private sector sees no problem with the Gallery providing this service, as long as the Gallery does not undercut market prices on food service and facility rentals and providing the Gallery charges similar gratuities and corkage fees as other venues.

The consultants explored two facility rental management options:

- the Gallery managing the bookings (taking all the income)
- a third-party managing the bookings and paying the Gallery a commission

The consultants examined the following three food and beverage services management options:

- the Gallery operating the Bistro Café and doing its own catering
- an exclusive caterer operating the Bistro Café and handling the catering
- a resident Bistro Café operator who would also be among a list of preferred caterers for events requiring food and beverage.

Room capacity, probable number of attendees by function (e.g. banquet, meeting, and reception), estimated annual bookings, room rental rates and per-person spend rates based on Saskatoon's market informed the financial analysis. The Gallery managing the bookings with an exclusive caterer operating the Bistro Café and catering results in the highest cash flow for The Remai Gallery. An exclusive caterer operating the Bistro Café' and handling all the catering as well as managing the bookings reaps the highest return on investment for the Gallery.

The consultants recommend an exclusive caterer be contracted and manage all bookings in the facility. The Gallery Board concurs with the recommendation of an exclusive caterer but has chosen to manage the bookings itself to ensure that the needs of the Gallery are met, and that the brand and experience at the Gallery remain intact. The Gallery has first-hand knowledge of other institutions who have relinquished the right to manage their bookings and the results have been negative.

The Remai Gallery Board is recommending an RFP be issued for an exclusive operator for all food and beverage functions at the new building with the Gallery managing the bookings. By doing so, 1.0 FTE will be required and the Gallery projects net income of approximately \$290,000 in 2015 to rising to approximately \$394,000 in 2017.

For more information refer to Appendix 4.



## **Fundraising**

With the momentum of the Capital Campaign there is an opportunity for the Gallery to significantly increase its self-generated revenues in memberships, donations and sponsorships. The campaign currently includes plans for ongoing donations and sponsorships. DCG Philanthropic Services was contracted by the Gallery to develop an annual fundraising strategy.

The consultant recommends that a Major Gifts Officer with several years experience be hired to develop membership, and implement a stewardship program that will contribute to annual giving, major gifts and eventually planned giving. The position would also be responsible for developing sponsorships and ensuring the momentum from the Capital Campaign is not lost.

The Mendel has a Manager of Resource Development currently in place who is also responsible for Marketing and Communications. The Remai Gallery Board is recommending a separation of fundraising and marketing / communication responsibilities with the Manager, Resource Development focusing solely on income development. Marketing will be an essential element of the Gallery's success and adopting this recommendation requires 1.0 FTE (Manager, Marketing & Communications) be hired. The Gallery projects fundraising net profit of approximately \$39,000 in 2015 increasing to around \$196,000 by 2017.

For more information refer to Appendix 5.

## **Gallery Shop**

The Gallery Shop complements the Gallery's core mandate, serves to attract visitors and provides additional services to Gallery members and the community as well as contributing to the Gallery's self-generated revenues. The Mendel's Gallery Shop has experienced healthy sales over the years and the shop at The Remai Gallery will have a slightly larger space and will feature unique product offerings.

The focus in the new shop will be on increasing revenues and finding products that are exclusive to The Remai Gallery Shop and which support the Remai brand. A Corporate Gifts Program and online Store are planned once established at River Landing, and regular consumer market research will be continually undertaken.

The Remai Gallery Board recommends reallocation of an existing part-time Gallery Shop staff position to a full-time Assistant Shop Supervisor which is required for administrative assistance and coaching staff in sales techniques. The Remai Gallery Shop projects a net income of approximately \$15,000 in 2015.

For more information refer to Appendix 6.

## **CAPITAL REQUIREMENTS**

There will be an increased program requirement in The Remai Gallery to support public and Gallery related needs (i.e. events, meetings, exhibits, video, lectures) and these services are typically technology based. Moreover, these services are often tied to the building's systems (e.g. security, lighting, HVAC, etc.) and telecommunications.

In order to assure the Gallery is appropriately outfitted to meet these requirements, the Gallery contracted Professional Computer Services (PCS) Saskatoon to conduct a high level needs assessment with respect to: proposing a server and workstation network platform that ensures functionality and

integration with IT, building systems and telecommunications; and providing advice and high level cost estimates on the necessary hardware and software required to support the operational and administrative and program functions of the Gallery.

The report recommends three servers for the facility, replacement of all computers by 2014 (most of which have outlived their life span), and purchase of new software to support the business model and to support operating decision making (i.e. Point of Sale, facility rentals and fundraising) and to ensure integration with the financial accounting program. The Remai Gallery Board is recommending these capital purchases by 2014 which increase the Gallery's Equipment Reserve by \$94,800 in 2014 only, enabling the Gallery to continue with its \$40,300 Reserve allocation before and after that year.

The City's capital construction budget for The Remai Gallery did not include capital financing for the kitchen required for food and beverage services. The Business Plan is contingent on the kitchen being functional and funding in advance of opening will be required. The consultant's report suggests an exclusive operator may contribute to this capital cost, but to be realistic and conservative the Gallery has not included a capital contribution from the operator in its projections. Financing of the kitchen has, however, been included in the Facility Rentals and Catering budget with income earned covering the cost of annual financing in five years.

For more information on Capital funding refer to Appendix 7.

## HUMAN RESOURCES

In 1990 the Gallery had 28.9 FTEs. In 2000 the number of FTEs dropped to 21.4 and today, there are 24.75 FTEs on staff at the Mendel Art Gallery. A total of 17.75 of these positions are members of CUPE 59.

To ensure the successful transition and provide the needed capacity to meet the mandate of the new Remai Gallery, 7.49 new FTE's are requested from 2013 to 2015. A phased-in approach will address current capacity requirements for the Mendel as well as provide critically important strategic and operational support for the transition to The Remai Gallery.

The Remai Gallery Board recommends the following:

| # of FTE | Year Req'd | Position   | Funding Source   |
|----------|------------|--|--|
| 1.0      | 2013       | Accounting Coordinator <sup>1</sup>              | City of Saskatoon                                      |
| 1.0      | 2013       | Manager Education & Public Programs <sup>2</sup> | City of Saskatoon                                      |
| 1.0      | 2014       | Facility Sales Coordinator <sup>3</sup>          | City of Saskatoon<br>(offset by self-generated income) |
| 1.0      | 2015       | Manager, Marketing & Communications <sup>4</sup> | City of Saskatoon                                      |
| 0.65     | 2015       | Admissions Clerks <sup>5</sup>                   | City of Saskatoon<br>(offset by self-generated income) |
| 2.5      | 2015       | Reception / Information Clerks <sup>6</sup>      | City of Saskatoon                                      |
| 0.34     | 2015       | Assistant Shop Supervisor <sup>7</sup>           | City of Saskatoon<br>(offset by self-generated income) |

<sup>1</sup> Required to address current administrative and accounting capacity related needs to facilitate the transition to the new Gallery.

<sup>2</sup> Required to address current administrative and education related to public program planning related needs to facilitate the transition to the new Gallery.

<sup>3</sup> Required to begin marketing the facility to individuals, community groups, and corporations interested in booking space in 2015 and beyond. Introduction of this position prior to moving into the facility is essential to realizing 2015 financial goals.

<sup>4</sup> Required to market and promote the Gallery, its programs and offerings; and to enable the Manager, Resource Development to focus solely on increasing self-generated revenues in memberships, donations and sponsorships. (Manager, Resource Development salary will be offset by self-generated income)

<sup>5</sup> Required to take admissions 12 hrs per day, 7 days per week, 16 weeks per year while special exhibitions are on.

<sup>6</sup> Required to ensure that residents and visiting public are properly oriented to the facility including the Gallery, its programs and offerings.

<sup>7</sup> Required to assist the Shop Supervisor with administration and staff coaching.

## **Volunteers**

Since the establishment of the Mendel Art Gallery, volunteers have played a vital role in the Gallery's programs, services and contribution to the community, with their time, energy, talent and commitment to the Gallery. Volunteers contribute actively to many aspects of the Gallery including fundraising events (Mother's Day Tea and Spring Plant Sale, Poinsettia Fundraiser, and Members' Show and Sale), organizing receptions at openings and special events, hosting on Sunday afternoons, attendant/security duties, gift wrapping, assisting with membership phone calls, stuffing envelopes, learning about the world of art through an art appreciation group, and being community ambassadors for the Gallery.

While the organizing of receptions at the Gallery may change with the addition of a food and beverage operator in the facility, the Gallery is committed to volunteers and looks forward to receiving the support of volunteers for beverage serving at opening receptions – which is a way to increase profits for the operator and ultimately the Gallery. The volunteers will also be critical in assisting with fundraising and other special events that are intended to raise friends and funds in support of the Gallery.

Volunteers are at the heart of the Gallery and will continue to play an important role at The Rемаi Gallery. The Gallery will continue to work with its volunteers to find new and meaningful ways for them to assist the Gallery in its mandate.

For more information on Human Resources refer to Appendix 8.

## **SUMMARY OF RECOMMENDATIONS**

The Rемаi Gallery Board makes the following recommendations:

### Recommendation #1

That a Memorandum of Understanding be developed between the City of Saskatoon and the Rемаi Art Gallery of Saskatchewan detailing the City's grant to the Gallery.

### Recommendation #2

The Gallery introduce a modest admission fee (on average \$8/person) for special exhibitions only.

### Recommendation # 3

The Rемаi Gallery hire **2.5 FTE** to staff the Reception/Information Desk during gallery operating hours, and **0.65 FTE** be hired for admissions collection during special exhibitions.

#### Recommendation #4

Management issue a Request for Proposal (RFP) for an exclusive operator for all food and beverage services at the new facility with the Gallery retaining responsibility for marketing and bookings.

#### Recommendation #5

Management hire a full-time Facility Rentals Sales Coordinator **1.0 FTE** who will be responsible for actively marketing and selling The Rемаi Gallery's rental spaces, and for working with the exclusive operator for food and beverage services to maximize revenues for the Gallery.

#### Recommendation #6

The responsibilities of resource development and marketing and communications which are currently performed by the Manager of Resource Development be separated. It is also recommended that a full-time Manager, Marketing and Communications **1.0 FTE** be hired to enable the Manager, Resource Development to focus solely on increasing revenues from membership, donations and sponsorships.

#### Recommendation #7

Management reallocate an existing part-time Gallery Shop staff position to a full-time Assistant Shop Supervisor which is required for administrative assistance and coaching staff in sales techniques. This will require a **0.34 FTE** and salary adjustment.

#### Recommendation #8

All hardware and software to be used at The Rемаi Gallery be in place by mid 2014 to facilitate training and a seamless transition to the new Gallery.

#### Recommendation #9

Financing be made available for the capital costs associated with outfitting the kitchen.

#### Recommendation #10

In 2013 an Accounting Coordinator **1.0 FTE** and Manager of Community Education and Public Programs **1.0 FTE** be hired to address current administrative, planning, accounting and program capacity related needs and to facilitate the transition to the new Gallery.

### **CONCLUSION**

The Rемаi Gallery Business Plan represents the business model proposed for the new Gallery and the financial impact of that model. Financial estimates have been based on sound research and have provided the Board of Trustees and City with a detailed operating budget. Further work will be required to develop detailed program goals and plan, and further measurement tools are needed to help monitor and analyze the Gallery's work towards its program, service and financial goals. The Gallery's Business Plan is three years away from implementation but it creates clear direction for The Rемаi Gallery to deliver on its commitment to service in the community.

The new Remai Art Gallery of Saskatchewan will serve as an architectural landmark for the community that demonstrates the value of supporting creative arts-based initiatives that contribute to lifelong learning and quality of life. Together, The Remai Art Gallery of Saskatchewan and City can further the City's aims to be a destination in the province, and for Canadian and international visitors.

## **APPENDIX 1 - Financial Projections**

The financial projections that follow are based on the Gallery's best estimates at this time (January 2012). The projections are informed by the research conducted by the consultants outlined earlier in the report.

### **Operating Model and Assumptions**

The Gallery's proposed operating model at The Remai Gallery includes:

- Continuing to provide a balanced program of contemporary and historical exhibitions that inform and excite residents' and visitors' knowledge and appreciation of art in Saskatoon, Saskatchewan and the prairie region, and Canada;
- Introducing national and international calibre special exhibitions not previously possible due to limitations of space and lack of financing;
- Introducing engaging Public Programs that will attract new and diverse audiences. To guide and achieve this, hire a Manager, Community Education and Public Programs who will also enhance the Gallery's Outreach capacity by creating new partnerships and engaging in new programming opportunities;
- Expanding product lines in the Gallery Shop and increasing sales;
- Introducing a modest Admission fee to special exhibitions;
- Managing the food service and facility rentals business units that will increase the Gallery's capacity to increase its self-generated revenue;
- Expanding the Gallery's capability to generate more funding in memberships, donations and sponsorship; and
- Providing sound financial oversight and management of all operations, thereby preserving the public trust with which we are given.

Please see the Gallery's Operating Budget, along with Notes, that follows this section.

## Operating Budget Summary: 2012 to 2017

Saskatoon Gallery and Conservatory Corporation  
Operating Fund  
Remai Art Gallery of Saskatchewan Operating Budget 2015 - 2017

|   | 2012<br>Approved<br>Budget | 2013<br>Estimates     | 2014<br>Estimates     | 2015<br>Estimates     | 2016<br>Estimates     | 2017<br>Estimates     |
|---|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Federal Grants                                | \$ 160,000                 | \$ 160,000            | \$ 160,000            | \$ 160,000            | \$ 160,000            | \$ 160,000            |
| Provincial Grants                             | 301,000                    | 301,000               | 301,000               | 301,000               | 301,000               | 301,000               |
| Restricted Funding                            | 285,646                    | 431,400               | 291,400               | 790,350               | 796,535               | 792,839               |
| Program Revenue                               | 74,800                     | 33,790                | 34,134                | 34,484                | 34,842                | 35,207                |
| Self-Generated Income                         | 479,730                    | 505,540               | 535,900               | 1,748,782             | 1,839,866             | 1,949,116             |
| <b>Total Revenue and Grants</b>               | <b>\$ 1,301,176</b>        | <b>\$ 1,431,730</b>   | <b>\$ 1,322,434</b>   | <b>\$ 3,034,616</b>   | <b>\$ 3,132,243</b>   | <b>\$ 3,238,161</b>   |
| <b>Expenditures</b>                           |                            |                       |                       |                       |                       |                       |
| <b>Programs &amp; Services Expenditures</b>   |                            |                       |                       |                       |                       |                       |
| Salaries & Benefits                           | \$ 1,732,345               | \$ 1,945,007          | \$ 2,043,455          | \$ 2,330,472          | \$ 2,400,565          | \$ 2,448,476          |
| Less: Salary & Benefits Self Generated Income | 0                          | 0                     | (59,647)              | (371,027)             | (378,447)             | (386,016)             |
| Facilities & Equipment                        | 746,954                    | 761,383               | 776,611               | 2,321,172             | 2,348,806             | 2,414,322             |
| General Exhibitions                           | 401,422                    | 351,676               | 358,709               | 365,884               | 373,201               | 380,665               |
| Administration                                | 143,314                    | 175,082               | 158,018               | 182,742               | 185,910               | 190,153               |
| Marketing & Communications                    | 67,372                     | 76,128                | 106,325               | 137,431               | 141,237               | 150,604               |
| Public Programs                               | 49,034                     | 37,300                | 38,034                | 38,783                | 39,546                | 40,325                |
| Fundraising                                   | 25,423                     | 33,845                | 36,540                | 220,451               | 227,508               | 234,831               |
| Staffing Expenditures                         | 24,525                     | 16,150                | 39,300                | 9,303                 | 32,926                | 9,479                 |
| Collection Maintenance                        | 20,284                     | 13,715                | 12,950                | 21,090                | 13,235                | 13,485                |
| Board & Committees                            | 9,113                      | 9,945                 | 9,634                 | 10,576                | 10,023                | 11,023                |
| Library                                       | 1,545                      | 1,020                 | 1,576                 | 1,607                 | 1,640                 | 1,672                 |
| <b>Programs &amp; Services Expenditures</b>   | <b>\$ 3,221,330</b>        | <b>\$ 3,421,251</b>   | <b>\$ 3,521,504</b>   | <b>\$ 5,268,484</b>   | <b>\$ 5,396,150</b>   | <b>\$ 5,509,020</b>   |
| <b>Self-Generated Income Expenditures</b>     |                            |                       |                       |                       |                       |                       |
| Gift Shop                                     | \$ 211,530                 | \$ 225,297            | \$ 244,037            | \$ 494,633            | \$ 502,257            | \$ 519,025            |
| Facility Rentals & Catering                   | 0                          | 0                     | 82,847                | 259,764               | 265,060               | 270,380               |
| Admissions                                    | 0                          | 0                     | 0                     | 33,212                | 33,300                | 33,391                |
| <b>Self-Generated Income Expenditures</b>     | <b>\$ 211,530</b>          | <b>\$ 225,297</b>     | <b>\$ 326,884</b>     | <b>\$ 787,609</b>     | <b>\$ 800,617</b>     | <b>\$ 822,796</b>     |
| <b>Total Expenses</b>                         | <b>\$ 3,432,860</b>        | <b>\$ 3,646,548</b>   | <b>\$ 3,848,388</b>   | <b>\$ 6,056,093</b>   | <b>\$ 6,196,767</b>   | <b>\$ 6,331,816</b>   |
| <b>Transfers</b>                              |                            |                       |                       |                       |                       |                       |
| Transfer to Capital Replacement Reserve       | \$ 62,600                  | \$ 62,600             | \$ 62,600             | \$ -                  | \$ 273,056            | \$ 546,112            |
| Transfer to Equipment Replacement Reserve     | 40,300                     | 40,300                | 135,100               | 40,300                | 40,300                | 40,300                |
| Transfer to Facility/Catering Capital Reserve | 0                          | 0                     | 10,000                | 72,765                | 72,765                | 72,765                |
| Transfer to Permanent Collection Fund         | 37,350                     | 41,400                | 46,400                | 45,350                | 51,535                | 47,839                |
| Transfer to Remai Exhibition Fund             | 0                          | 0                     | 0                     | 500,000               | 500,000               | 500,000               |
| Transfer to Museums Assistance Program        | 240,296                    | 390,000               | 245,000               | 245,000               | 245,000               | 245,000               |
| Transfer to Sustainability Reserve            | 0                          | 0                     | 0                     | 68,114                | 75,093                | 82,939                |
| Transfer from Reserves                        | (5,202)                    | 0                     | (55,000)              | 0                     | 0                     | 0                     |
| <b>Total Transfers</b>                        | <b>\$ 375,344</b>          | <b>\$ 534,300</b>     | <b>\$ 444,100</b>     | <b>\$ 971,529</b>     | <b>\$ 1,257,749</b>   | <b>\$ 1,534,955</b>   |
| <b>Total Expenses and Transfers</b>           | <b>\$ 3,808,204</b>        | <b>\$ 4,180,848</b>   | <b>\$ 4,292,488</b>   | <b>\$ 7,027,622</b>   | <b>\$ 7,454,516</b>   | <b>\$ 7,866,771</b>   |
| <b>City Contribution Requested</b>            | <b>\$ (2,507,028)</b>      | <b>\$ (2,749,118)</b> | <b>\$ (2,970,055)</b> | <b>\$ (3,993,006)</b> | <b>\$ (4,322,273)</b> | <b>\$ (4,628,610)</b> |
| <b>FUNDING SOURCES (%of budget)</b>           |                            |                       |                       |                       |                       |                       |
| <b>City Contribution</b>                      | 66%                        | 66%                   | 69%                   | 57%                   | 58%                   | 59%                   |
| <b>Federal Grants</b>                         | 4%                         | 4%                    | 4%                    | 2%                    | 2%                    | 2%                    |
| <b>Provincial Grants</b>                      | 8%                         | 7%                    | 7%                    | 4%                    | 4%                    | 4%                    |
| <b>Restricted Funding</b>                     | 8%                         | 10%                   | 7%                    | 11%                   | 11%                   | 10%                   |
| <b>Self-Generated Income *</b>                | 15%                        | 13%                   | 13%                   | 25%                   | 25%                   | 25%                   |

\* Self-Generated Income includes: Program Revenue and Self-Generated Income.

## Detailed Operating Budget: 2012 to 2017

|  | 2012<br>Approved<br>Budget | 2013<br>Estimates   | 2014<br>Estimates   | 2015<br>Estimates   | 2016<br>Estimates   | 2017<br>Estimates   | Note |
|--|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------|
| <b>GRANTS</b>                                |                            |                     |                     |                     |                     |                     |      |
| <b>Federal Government Grants</b>             |                            |                     |                     |                     |                     |                     |      |
| The Canada Council for the Arts              | \$ 160,000                 | \$ 160,000          | \$ 160,000          | \$ 160,000          | \$ 160,000          | \$ 160,000          | 1    |
| <b>Provincial Government Grants</b>          |                            |                     |                     |                     |                     |                     |      |
| Saskatchewan Arts Board                      | 198,000                    | 198,000             | 198,000             | 198,000             | 198,000             | 198,000             | 2    |
| Saskatchewan Lotteries                       | 103,000                    | 103,000             | 103,000             | 103,000             | 103,000             | 103,000             | 3    |
| <b>TOTAL FEDERAL &amp; PROVINCIAL GRANTS</b> | <b>\$ 461,000</b>          | <b>\$ 461,000</b>   | <b>\$ 461,000</b>   | <b>\$ 461,000</b>   | <b>\$ 461,000</b>   | <b>\$ 461,000</b>   |      |
| <b>Restricted Funding</b>                    |                            |                     |                     |                     |                     |                     |      |
| Canada Council - Art Acquisition Grant       | \$ 30,000                  | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           | 4    |
| Permanent Collection Fundraising             | 7,350                      | 11,400              | 16,400              | 15,350              | 21,535              | 17,839              | 5    |
| Remai Foundation Exhibition Grant            | 0                          | 0                   | 0                   | 500,000             | 500,000             | 500,000             | 6    |
| Museums Assistance Program Grant             | 221,296                    | 380,000             | 245,000             | 245,000             | 245,000             | 245,000             | 7    |
| Museums Assistance Program Rental Fees       | 19,000                     | 10,000              | 0                   | 0                   | 0                   | 0                   | 7    |
| One-time Grants: Exhibitions                 | 8,000                      | 0                   | 0                   | 0                   | 0                   | 0                   | 8    |
| One-time Grants: Public Programs             | 0                          | 0                   | 0                   | 0                   | 0                   | 0                   | 9    |
| <b>TOTAL RESTRICTED FUNDING</b>              | <b>\$ 285,646</b>          | <b>\$ 431,400</b>   | <b>\$ 291,400</b>   | <b>\$ 790,350</b>   | <b>\$ 796,535</b>   | <b>\$ 792,839</b>   |      |
| <b>TOTAL GRANTS &amp; RESTRICTED REVENUE</b> | <b>\$ 746,646</b>          | <b>\$ 892,400</b>   | <b>\$ 752,400</b>   | <b>\$ 1,251,350</b> | <b>\$ 1,257,535</b> | <b>\$ 1,253,839</b> |      |
| <b>PROGRAM REVENUE</b>                       |                            |                     |                     |                     |                     |                     |      |
| Exhibition Circulation Fees                  | \$ 22,500                  | \$ 17,190           | \$ 17,534           | \$ 17,884           | \$ 18,242           | \$ 18,607           | 10   |
| Exhibition Co-Producer Contribution          | 0                          | 0                   | 0                   | 0                   | 0                   | 0                   | 11   |
| Exhibition Workshop Fees                     | 31,000                     | 0                   | 0                   | 0                   | 0                   | 0                   | 12   |
| Art Caravan Fees                             | 2,300                      | 1,600               | 1,600               | 1,600               | 1,600               | 1,600               | 13   |
| Public/Professional Program Fees             | 19,000                     | 15,000              | 15,000              | 15,000              | 15,000              | 15,000              | 14   |
| <b>TOTAL PROGRAM REVENUE</b>                 | <b>\$ 74,800</b>           | <b>\$ 33,789.82</b> | <b>\$ 34,133.61</b> | <b>\$ 34,484.28</b> | <b>\$ 34,841.97</b> | <b>\$ 35,206.81</b> |      |
| <b>SELF-GENERATED INCOME</b>                 |                            |                     |                     |                     |                     |                     |      |
| River Landing Rental Fee                     | 0                          | 0                   | 0                   | \$ 220,000          | \$ 220,000          | \$ 220,000          | 15   |
| <b>SPONSORSHIP</b>                           |                            |                     |                     |                     |                     |                     |      |
| Exhibitions                                  | 22,500                     | 22,950              | 23,409              | 24,579              | 25,808              | 27,099              | 12   |
| Public Programs                              | 35,000                     | 35,000              | 35,000              | 35,000              | 35,000              | 35,000              | 13   |
| General                                      | 0                          | 0                   | 0                   | 40,000              | 65,000              | 80,000              | 14   |
| Sponsorships                                 | 57,500                     | 57,950              | 58,409              | 99,579              | 125,808             | 142,099             | 16   |
| Donations                                    | 36,700                     | 36,700              | 36,700              | 176,700             | 230,535             | 284,561             | 17   |
| Memberships                                  | 23,000                     | 24,460              | 28,949              | 35,528              | 44,239              | 55,124              | 18   |
| Gift Shop Revenue                            | 330,000                    | 353,100             | 377,817             | 510,053             | 510,053             | 535,556             | 19   |
| Facility Rentals                             | 1,530                      | 1,650               | 1,650               | 228,500             | 261,650             | 294,750             | 20   |
| Cafe Rental                                  | 6,000                      | 6,180               | 6,365               | 39,579              | 52,772              | 65,964              | 21   |
| Catering Commission                          | 0                          | 0                   | 0                   | 43,804              | 50,690              | 57,576              | 22   |
| F & B Utilities Reimbursement                | 0                          | 0                   | 0                   | 17,227              | 21,647              | 26,067              | 23   |
| F & B Leasehold Improvements                 | 0                          | 0                   | 0                   | 0                   | 0                   | 0                   | 24   |
| Admissions                                   | 0                          | 0                   | 0                   | 349,200             | 291,000             | 232,800             | 25   |
| Special Events                               | 25,000                     | 25,500              | 26,010              | 28,611              | 31,472              | 34,619              | 26   |
| <b>TOTAL SELF-GENERATED INCOME</b>           | <b>\$ 479,730</b>          | <b>\$ 505,540</b>   | <b>\$ 535,900</b>   | <b>\$ 1,748,782</b> | <b>\$ 1,839,866</b> | <b>\$ 1,949,116</b> |      |
| <b>TOTAL REVENUE</b>                         | <b>\$ 1,301,176</b>        | <b>\$ 1,431,730</b> | <b>\$ 1,322,434</b> | <b>\$ 3,034,616</b> | <b>\$ 3,132,243</b> | <b>\$ 3,238,161</b> |      |



|  | 2012                  | 2013                  | 2014                  | 2015                  | 2016                  | 2017                  |      |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------|
|  | Approved              |                       |                       |                       |                       |                       |      |
|  | Budget                | Estimates             | Estimates             | Estimates             | Estimates             | Estimates             | Note |
| <b>EXPENDITURES</b>                                    |                       |                       |                       |                       |                       |                       |      |
| <b>Programs &amp; Services Expenditures</b>            |                       |                       |                       |                       |                       |                       |      |
| Salaries & Benefits                                    | \$ 1,732,345          | \$ 1,945,007          | \$ 2,043,455          | \$ 2,330,472          | \$ 2,400,565          | \$ 2,448,476          | 27   |
| Less: Salary & Benefits Self-Generated Income          | 0                     | 0                     | (59,647)              | (371,027)             | (378,447)             | (386,016)             | 28   |
| Facilities & Equipment                                 | 746,954               | 761,383               | 776,611               | 2,321,172             | 2,348,806             | 2,414,322             | 29   |
| General Exhibitions                                    | 401,422               | 351,676               | 358,709               | 365,884               | 373,201               | 380,665               | 30   |
| Administration   | 143,314               | 175,082               | 158,018               | 182,742               | 185,910               | 190,153               | 31   |
| Marketing & Communications                             | 67,372                | 76,128                | 106,325               | 137,431               | 141,237               | 150,604               | 32   |
| Public Programs  | 49,034                | 37,300                | 38,034                | 38,783                | 39,546                | 40,325                | 33   |
| Fundraising  | 25,423                | 33,845                | 36,540                | 220,451               | 227,508               | 234,831               | 34   |
| Staffing Expenditures                                  | 24,525                | 16,150                | 39,300                | 9,303                 | 32,926                | 9,479                 | 35   |
| Collection Maintenance                                 | 20,284                | 13,715                | 12,950                | 21,090                | 13,235                | 13,485                | 36   |
| Board & Committees                                     | 9,113                 | 9,945                 | 9,634                 | 10,576                | 10,023                | 11,023                | 37   |
| Library  | 1,545                 | 1,020                 | 1,576                 | 1,607                 | 1,640                 | 1,672                 | 38   |
| <b>SUB-TOTAL: Programs &amp; Services Expenditures</b> | <b>\$ 3,221,330</b>   | <b>\$ 3,421,251</b>   | <b>\$ 3,521,504</b>   | <b>\$ 5,268,484</b>   | <b>\$ 5,396,150</b>   | <b>\$ 5,509,020</b>   |      |
| <b>Self-Generated Income Expenditures</b>              |                       |                       |                       |                       |                       |                       |      |
| Gift Shop  | \$ 211,530            | \$ 225,297            | \$ 244,037            | \$ 494,633            | \$ 502,257            | \$ 519,025            | 39   |
| Facility Rentals & Catering                            | 0                     | 0                     | 82,847                | 259,764               | 265,060               | 270,380               | 40   |
| Admissions   | 0                     | 0                     | 0                     | 33,212                | 33,300                | 33,391                | 41   |
| <b>SUB-TOTAL: Self-Generated Income Expenditures</b>   | <b>\$ 211,530</b>     | <b>\$ 225,297</b>     | <b>\$ 326,884</b>     | <b>\$ 787,609</b>     | <b>\$ 800,617</b>     | <b>\$ 822,796</b>     |      |
| <b>TOTAL EXPENSES</b>                                  | <b>\$ 3,432,860</b>   | <b>\$ 3,646,548</b>   | <b>\$ 3,848,388</b>   | <b>\$ 6,056,093</b>   | <b>\$ 6,196,767</b>   | <b>\$ 6,331,816</b>   |      |
| <b>TRANSFERS</b>                                       |                       |                       |                       |                       |                       |                       |      |
| Transfer to Capital Replacement Reserve                | 62,600                | 62,600                | 62,600                | 0                     | 273,056               | 546,112               | 42   |
| Transfer to Equipment Replacement Reserve              | 40,300                | 40,300                | 135,100               | 40,300                | 40,300                | 40,300                | 43   |
| Transfer to Facility/Catering Capital Reserve          | 0                     | 0                     | 10,000                | 72,765                | 72,765                | 72,765                | 44   |
| Transfer to Permanent Collection Fund                  | 37,350                | 41,400                | 46,400                | 45,350                | 51,535                | 47,839                | 45   |
| Transfer to Remai Exhibition Fund                      | 0                     | 0                     | 0                     | 500,000               | 500,000               | 500,000               | 45   |
| Transfer to Museums Assistance Program                 | 240,296               | 390,000               | 245,000               | 245,000               | 245,000               | 245,000               | 45   |
| Transfer to Sustainability Reserve                     | 0                     | 0                     | 0                     | 68,114                | 75,093                | 82,939                | 46   |
| Transfer from Reserve                                  | (5,202)               | 0                     | (55,000)              | 0                     | 0                     | 0                     | 47   |
| <b>TOTAL TRANSFERS</b>                                 | <b>\$ 375,344</b>     | <b>\$ 534,300</b>     | <b>\$ 444,100</b>     | <b>\$ 971,529</b>     | <b>\$ 1,257,749</b>   | <b>\$ 1,534,955</b>   |      |
| <b>Funding Required from City of Saskatoon Grant</b>   | <b>\$ (2,507,028)</b> | <b>\$ (2,749,118)</b> | <b>\$ (2,970,055)</b> | <b>\$ (3,993,006)</b> | <b>\$ (4,322,273)</b> | <b>\$ (4,628,610)</b> |      |
| <b>New FTEs - 7.49</b>                                 |                       | 2.00                  | 1.00                  | 4.49                  | 0                     | 0                     |      |
| <b>Total FTEs</b>                                      | <b>24.75</b>          | <b>26.75</b>          | <b>27.75</b>          | <b>32.24</b>          | <b>32.24</b>          | <b>32.24</b>          | 48   |

**Remai Art Gallery of Saskatchewan**  
**Detailed 2015 to 2107 Operating Budget and Notes**

**NOTES:**

- Note 1** - Canada Council Multi-year grants are applied for every three years. Funding is restricted to programming related expenses. Assumes no increase on base grant.
- Note 2** - Sask Arts Board Multi-year grants are applied for every three years. Funding is restricted to programming related expenses. Assumes no increase on base grant.
- Note 3** - Beginning 2013, the Sask Lotteries grant will be adjudicated with the Sask. Arts Board Multi-year grant. Funding is primarily restricted to programming related expenses. Assumes no increase on base grant.
- Note 4** - Canada Council Matching grant for art acquisitions for the Permanent Collection. Maximum is \$30,000 annually.
- Note 5** - Includes Members Showcase, Mothers Day Tea & Plant Sale, Christmas Poinsettia sales, and restricted donations.
- Note 6** - Remai Foundation Annual grant is restricted to enhanced programming related expenses. Enhanced programming is programming that would not be possible without this funding (e.g. Special Exhibitions).
- Note 7** - Museums Assistance Program (MAP) Grant is project funding restricted Exhibition and touring related expenses. and is not guaranteed. If the grant application is not successful, the program does not go ahead. 2014 to 2017 reflects the 5-year average for grants. Rentals fees are charged to other institutions borrowing these exhibitions.
- Note 8** - 2012 reflects a one-time "Culture On the Go" grant from the Arts Board for a touring exhibition. Assumes no one-time Exhibition grants will be received in 2013 to 2017.
- Note 9** - No one-time Public Program grant applications have been planned at time of preparing the business plan.
- Note 10** - Funding is exhibition program dependant (i.e. whether the exhibition tours provincially or not). 2% increase over previous year 2013 to 2017. Circulation fees have ranged from 47% to 87% with exception of 2007 (128%); the 4 year average excluding 2007 is 59%. 2013 to 2017 reflects 59% recoup on circulation costs.
- Note 11** - Funding is related to joint-partnerships with other institutions in organizing exhibitions. No partnerships are in place at this time.
- Note 12** - 2012 reflects the Exhibitions "Monuments Conference" fees. At this time, no conferences are planned from 2013 to 2017. However, planning for 2015 to 2017 will begin in mid-2012.
- Note 13** - Reflects fees associated with outreach Art Caravan. Assumes charge and outreach activities will remain constant. Additional outreach activities will be part of the Remai sponsored exhibitions.
- Note 14** - 2013 to 2017 averages 2010 actual and 2011 projected. Assumes fees will remain constant.
- Note 15** - As per agreement with the City, the River Landing Office will contribute \$220,000 per year.
- Note 16** - 2015 to 2017 sponsorships are related to the Capital Campaign fundraising - proposals are being developed during the campaign that balance capital requirements and ongoing program and general sponsorships.
- Note 17** - Considers DCG Annual Fundraising Strategy report and reflects a conservative increase in Annual and Major Gifts.
- Note 18** - 2% increase 2012 to 2104 in Individual memberships. 2015 to 2017 projections are supported by TCI Management Consultants Admission Fee study and DCG Annual Fundraising Strategy reports. Assumes Corporate membership fees increase to \$1000 in 2015 due to new benefits (e.g. discounted room rental rates)
- Note 19** - 2013 and 2014 assumes 7% increase in each year over previous year; 2015 assumes 35% increase due to increased attendance. 2016 assumes sales remain flat due to decreased attendance; 2017 assumes 5% increase as shop becomes a destination and online sales are implemented. Projections are supported by FAST Consulting Market Assessment report.
- Note 20** - Based on strategy Food Services Management report. Assumes The Remai Gallery is managing rental bookings.
- Note 21** - 2012 to 2014 reflects Café rental at the Mendel. 2015 to 2017 based on fsSTRATEGY Food Services Management report, and assumes one exclusive operator for the Café and catering. Rental is based on 10% of estimated Café revenue.
- Note 22** - Based on fsSTRATEGY Food Services Management report, and assumes one exclusive operator for catering and the Café. Commission is based on 10% of estimated catering income.
- Note 23** - Based on strategy Food Services report. Caterer reimburses Gallery for utilities @ 1.7% of total food & beverage revenues.
- Note 24** - The strategy report includes a potential maximum Capital Contribution made by Café/Catering exclusive operator over 3.5 years. and recommends the Gallery pursue this arrangement in the contract. For the purposes of this budget, the Gallery has assumed the exclusive operator will not contribute to capital costs and financing for capital costs will come from overall earned revenues.

**Note 25** - Considers projections in the TCI Management Admission report. Assumes admission fees are charged for Special Exhibitions only. (Permanent Collection and Regular Exhibitions are free). Average admission price is \$8/person.

Currently, the Mendel Gallery's electronic counters count all people entering the building, not just those using the Gallery. To account for this and for purposes of this budget, the Gallery has assumed that only 1/2 of the projected admission income to Special Exhibitions will be realized.

**Note 26**- Lugo - 2% increase annually over previous year from 2012 to 2014. 10% increase annually from 2015 to 2017.

Projections supported by DCG Annual Fundraising Strategy report.

**Note 27** - 2013 adds 1.0 FTE: Accounting Coordinator required for increased financial accounting capacity, and 1.0 FTE: Manager, Community Education and Public Programs is required to develop public and education programs and generate additional community relations.

2014 adds 1.0 FTE: Facility Sales Coordinator required to ensure 2015 rental & catering targets are met.

2015 separates the currently combined positions of Manager, Resource Development and Manager, Marketing & Communications and adds the latter position as 1.0 new FTE. In addition, one Gallery Shop position is increased by 0.34 FTE, 2.5 FTE are sought to staff the Reception/Information Desk from 9am to 9pm daily, and 0.65 FTE are sought for Admissions. 2% increases annually in Salaries; benefits are calculated at 17%.

**Note 28** - Reflects salary & benefits costs associated with Fundraising, Facility Rentals & Catering, Gallery Shop and Admissions. included in the Salary & Benefits lines.

**Note 29** - The following information was provided by Infrastructure Services of the City of Saskatoon:

Increases are primarily related to: increased insurance costs due to increased building value (\$21,000 to \$38,000), increased Maintenance Agreement Fee based on the increased value of the building (2.5% of NVR - \$582,000 vs. \$1.84M), and increased security (\$80,000 to \$398,000). The Maintenance Agreement Fee includes utilities and operating costs (including 8.61 new FTE at Infrastructure Services). 2016 & 2107 includes a 3% increase in the Maintenance Agreement Fee over the previous year as recommended by Infrastructure Services who also recommends a review of the Maintenance Agreement Fee after one year of operation.

**Note 30** - General Exhibitions reflects historic expenditures with nominal annual increases.

**Note 31** - Administration reflects historic expenditures with nominal annual increases to 2014.

2015 to 2107 increases reflect annual maintenance agreements for new software.

**Note 32** - Marketing & Communications increase in 2015 to 2017 is primarily related to a significant increase in advertising (required to properly promote the new Gallery) and the introduction of annual research to inform program and 'revenue generating activity' decisions and measure achievement of goals.

**Note 33** - Public Programs reflects historic expenditures with nominal annual increases.

**Note 34**- The increase in Fundraising beginning in 2015 is primarily related to the Manager, Resource Development being solely responsible for increasing donations, major gifts, sponsorships and membership, and initiating a Planned Giving Program.

Supported by DCG Annual Fundraising Strategy report.

**Note 35** - Staffing Expenditures reflect historic expenditures (with nominal annual increases) with the exception of 2014 and 2016 when all staff will participate in extensive Customer Service training.

**Note 36** - Collections reflects historic expenditures with nominal annual increases.

**Note 37** - Board & Volunteers reflects historic expenditures with nominal annual increases.

**Note 38** -Library reflects historic expenditures with nominal annual increases.

**Note 39** - Gift Shop revenues are projected to increase by 35% in 2015 and this projection is supported by the Fast Consulting Market Assessment report. Shop staff previously included in the Salaries expenditure line are moved into Gift Shop expenditures in 2015. One current part-time position is made a full-time Assistant Shop Supervisor to assist with administration, training staff and to replace the Shop Supervisor when they are away.

**Note 40** - A Facility Sales Coordinator is hired in 2014 to promote the facility and ensure revenue targets are achieved for 2015. The strategy Food Services Management Report provides conservative, but realistic revenue and expenditures projections, and assumes one exclusive operator for the Café and catering.

**Note 41** - Reflects a modest charge for two 8-week long Special Exhibitions each year. The model is based on the TCI Management Consultants Admission report which provides revenue and expenditures projections for admission and memberships. The budget includes the cost of casual staff to take admissions while Special Exhibitions are on display.

**Note 42** - As per agreement with the City Manager, the Capital Building Replacement Reserve contribution at 1.20% of NVR will be phased in. No contribution will be made in the 1st year (2015); 1/3 of the cost will be allocated in 2016; 2/3 in 2017 with the full contribution being made by 2018.

**Note 43** - Reflects the Capital Equipment Replacement Reserve which has been \$40,300 for several years. The increase in 2014 reflects costs associated with three new servers required for administrative and building operations.

**Note 44** - Reflects amounts required for the Capital Equipment Replacement Reserve for kitchen equipment.

**Note 45** - Reflects Transfers from Restricted funds for the Permanent Collection Reserve, Remail Fund Reserve, and Museums Assistance Program Reserve.

**Note 46** - Reflects 10% of earned income from Self-Generating Income activity to build a Sustainability Reserve to address potential program grant reductions.

**Note 47** - Reflects a Transfer from Reserves to balance the 2012 budget and 2014 budget reflects a transfer to cover staff training and research.

**Note 48** - 7.49 new FTEs are proposed - 2.0 FTEs are proposed in 2013 (Accounting Coordinator and Manager Community Education and Public Programs).

1.0 FTE is proposed in 2014 (Facility Sales Coordinator).

4.49 FTEs are proposed in 2015 (1.0 FTE: Manager, Marketing & Communications, 2.5 FTE: Reception/Information clerks, 0.65 FTE: casual Admission Fee staff, and an existing Gallery Shop staff person will be increased by .34 FTE and to the position of Assistant Shop Supervisor).

All positions associated with Self-Generated Income activities (i.e. Manager, Resource Development; Facility Sales Coordinator; Gallery Shop personnel; and casual staff to take Admissions) are included in the Salaries & Benefits line (note 27) and then deducted in the line below as the salary and benefits are included in the Fundraising, Facility Rentals & Catering, Gallery Shop and Admissions budgets.

## Admissions

|                                      | 2012<br>Approved<br>Budget | 2013<br>Estimate | 2014<br>Estimate | 2015<br>Estimate  | 2016<br>Estimate  | 2017<br>Estimate  | Note |
|--------------------------------------|----------------------------|------------------|------------------|-------------------|-------------------|-------------------|------|
| <b>ADMISSIONS REVENUE</b>            |                            |                  |                  |                   |                   |                   |      |
| Donations Box                        | \$ 21,700                  | \$ 21,700        | \$ 21,700        | \$ 21,700         | \$ 22,785         | \$ 23,924         | 1    |
| Special Exhibitions Admissions       | 0                          | 0                | 0                | 349,200           | 291,000           | 232,800           | 2    |
| <b>Total Admissions Revenue</b>      | <b>\$ 21,700</b>           | <b>\$ 21,700</b> | <b>\$ 21,700</b> | <b>\$ 370,900</b> | <b>\$ 313,785</b> | <b>\$ 256,724</b> |      |
| <b>ADMISSIONS EXPENDITURES</b>       |                            |                  |                  |                   |                   |                   |      |
| Reception Clerks Salary & Benefits   | 0                          | 0                | 0                | \$ 30,578         | \$ 31,189         | \$ 31,813         | 3    |
| IT support & equipment supplies      | 0                          | 0                | 0                | 2,634             | 2,111             | 1,578             | 4    |
| <b>Total Admissions Expenditures</b> | <b>0</b>                   | <b>0</b>         | <b>0</b>         | <b>33,212</b>     | <b>33,300</b>     | <b>33,391</b>     |      |
| <b>Profit / Loss</b>                 | <b>\$ 21,700</b>           | <b>\$ 21,700</b> | <b>\$ 21,700</b> | <b>\$ 337,688</b> | <b>\$ 280,485</b> | <b>\$ 223,333</b> |      |

New FTEs: 0.65

### **NOTES:**

**Note 1-** Donations Box projection is based on 2011 projected. Donations expected to be flat until 2016 due to impact of the capital campaign, and initial reaction to an admission fee for Special Exhibitions. 5% increase annually in 2016 & 2017.

**Note 2-** Based on TCI Management Consultants report. Assumes admission is charged to Special Exhibitions only. Two of these exhibitions will be held each year, and each will be 8 weeks in duration. Average admission is \$8.00. For the purposes of the budget, the Gallery has taken a conservative approach to admissions income and assumed 50% of visitors to special exhibitions as outlined in the TCI Management Consultants report will pay admission.

**Note 3-** Reflects cost of 0.65 new FTEs at an hourly rate of \$16.62 plus 17% benefits.

**Note 4-** IT support and supplies for portable POS system to take admissions.

## Facility Rentals/Catering

|   | 2012<br>Approved<br>Budget | 2013<br>Estimate | 2014<br>Estimate   | 2015<br>Estimate  | 2016<br>Estimate  | 2017<br>Estimate  | Note |
|---|----------------------------|------------------|--------------------|-------------------|-------------------|-------------------|------|
| <b>FACILITY RENTALS / CATERING</b>        |                            |                  |                    |                   |                   |                   |      |
| <b>REVENUE</b>                            |                            |                  |                    |                   |                   |                   |      |
| Bistro Café Rental                        | \$ 6,000                   | \$ 6,180         | \$ 6,365           | \$ 39,579         | \$ 52,772         | \$ 65,964         | 1    |
| Catering Commission                       | 0                          | 0                | 0                  | 43,804            | 50,690            | 57,576            | 2    |
| Facility Rentals                          | 1,530                      | 1,650            | 1,650              | 228,500           | 261,650           | 294,750           | 3    |
| F & B Utilities Reimbursement             | 0                          | 0                | 0                  | 17,227            | 21,647            | 26,067            | 4    |
| River Landing Office Contribution         | 0                          | 0                | 0                  | 220,000           | 220,000           | 220,000           | 5    |
| <b>Total Facility Rentals / Catering</b>  |                            |                  |                    |                   |                   |                   |      |
| <b>Revenue</b>                            | <b>\$ 7,530</b>            | <b>\$ 7,830</b>  | <b>\$ 8,015</b>    | <b>\$ 549,110</b> | <b>\$ 606,759</b> | <b>\$ 664,357</b> |      |
| <b>FACILITY RENTALS / CATERING</b>        |                            |                  |                    |                   |                   |                   |      |
| <b>EXPENDITURES</b>                       |                            |                  |                    |                   |                   |                   |      |
| Facility Sales Coord. - Salary & Benefits | 0                          | 0                | \$ 59,647          | \$ 60,840         | \$ 62,057         | \$ 63,298         | 6    |
| Advertising                               | 0                          | 0                | 23,200             | 26,663            | 30,742            | 34,821            | 7    |
| Loan Payment                              | 0                          | 0                |                    | 172,261           | 172,261           | 172,261           | 8    |
| <b>Total Facility Rentals / Catering</b>  |                            |                  |                    |                   |                   |                   |      |
| <b>Expenditures</b>                       | <b>0</b>                   | <b>0</b>         | <b>\$ 82,847</b>   | <b>\$ 259,764</b> | <b>\$ 265,060</b> | <b>\$ 270,380</b> |      |
| <b>Net Income</b>                         | <b>\$ 7,530</b>            | <b>\$ 7,830</b>  | <b>\$ (74,832)</b> | <b>\$ 289,346</b> | <b>\$ 341,699</b> | <b>\$ 393,977</b> |      |

NEW FTEs = 1.0

### **NOTES:**

**Note 1** - 2012 to 2014 reflects Café rental at the Mendel. 2015 to 2017 is based on the fsSTRATEGY report, and assumes one exclusive operator for the Café and catering with the Gallery managing bookings. Café rent is based on 10% of estimated Café revenue.

**Note 2** - Based on fsSTRATEGY report. Commission reflects 10% of catering income.

**Note 3** - Based on fsSTRATEGY report and includes rentals of the Multi-purpose Room, Boardroom, Meeting Room, Lecture Theatre and Roof Top Terrace at utilization rates of 34.4% to 41.4%.

**Note 4** - Based on fsSTRATEGY report. Caterer reimburses Gallery for utilities @ 1.7% of total food & beverage revenues.

**Note 5** - As per agreement with the City, the River Landing Office will contribute \$220,000 per year for occupancy costs.

**Note 6** - Based on fsSTRATEGY report with 2% increases over previous year. This position is responsible for marketing rental spaces and catered special events, and liaising with the exclusive operator. The position starts in 2014 to promote facility usage so 2015 revenue targets are achieved.

**Note 7** - Based on fsSTRATEGY report. Advertising is specific to facility rentals and catered functions at the Gallery.

**Note 8** - Reflects annual payment for Kitchen capital cost starting in 2015.

## Fundraising

|  | 2012<br>Approved<br>Budget | 2013<br>Estimate | 2014<br>Estimate | 2015<br>Estimate  | 2016<br>Estimate  | 2017<br>Estimate  | Notes |
|--|----------------------------|------------------|------------------|-------------------|-------------------|-------------------|-------|
| <b>FUNDRAISING REVENUE</b>                           |                            |                  |                  |                   |                   |                   |       |
| Individual Donations: Annual                         | \$ 15,000                  | \$ 15,000        | \$ 15,000        | \$ 55,000         | \$ 57,750         | \$ 60,637         | 1     |
| Individual Donations: Major Gifts                    | 0                          | 0                | 0                | 100,000           | 150,000           | 200,000           | 2     |
| Individual Donations: Planned Giving                 | 0                          | 0                | 0                | 0                 | 0                 | 0                 | 3     |
| Memberships  | 23,000                     | 24,460           | 28,949           | 35,528            | 44,239            | 55,124            | 4     |
| General Sponsorships                                 | 0                          | 0                | 0                | 40,000            | 65,000            | 80,000            | 5     |
| Special Events                                       | 25,000                     | 25,500           | 26,010           | 28,611            | 31,472            | 34,619            | 6     |
| <b>Total Fundraising Revenue</b>                     | <b>\$ 63,000</b>           | <b>\$ 64,960</b> | <b>\$ 69,959</b> | <b>\$ 259,139</b> | <b>\$ 348,461</b> | <b>\$ 430,380</b> |       |
| <b>FUNDRAISING EXPENDITURES</b>                      |                            |                  |                  |                   |                   |                   |       |
| Manager, Resource Development -<br>Salary & Benefits | 0                          | 0                | 0                | \$ 105,300        | \$ 107,406        | \$ 109,554        | 7     |
| Prof. Development, Memberships &<br>Travel           | 0                          | 0                | 0                | 24,700            | 26,494            | 28,363            | 8     |
| Advertising  | 0                          | 3,300            | 3,366            | 3,433             | 3,502             | 3,572             | 9     |
| Stewardship  | 1,273                      | 2,000            | 3,500            | 10,000            | 10,500            | 11,025            | 10    |
| Printing   | 0                          | 3,500            | 3,675            | 50,000            | 51,500            | 53,045            | 11    |
| Special Events                                       | 19,000                     | 19,380           | 19,768           | 20,163            | 20,566            | 20,978            | 12    |
| Supplies   | 5,150                      | 5,665            | 6,232            | 6,855             | 7,540             | 8,294             | 13    |
| <b>Total Fundraising Expenditures</b>                | <b>\$ 25,423</b>           | <b>\$ 33,845</b> | <b>\$ 36,540</b> | <b>\$ 220,451</b> | <b>\$ 227,508</b> | <b>\$ 234,831</b> |       |
| <b>Net Income</b>                                    | <b>\$ 37,578</b>           | <b>\$ 31,115</b> | <b>\$ 33,419</b> | <b>\$ 38,688</b>  | <b>\$ 120,953</b> | <b>\$ 195,549</b> |       |

### **NOTES:**

**Note 1** - 2012 to 2014 reflects Mendel donations and no increases due to capital campaign. 2015 to 2017 based on DCG report and assumes the existing Manager, Resource Development and Manager Marketing & Communications positions are split.

**Note 2** - 2015 to 2017 considers DCG report with conservative financial targets.

**Note 3** - Based on DCG report. Assumes Manager, Resource Development is working on developing Planned Gifts but, as per the report, these type of gifts take 5-8 years to be realized.

**Note 4** - 2% increase annually over previous year in Individual Memberships from 2012 to 2014 due to increased sales promotion by Gallery Shop staff. 2015 to 2017 projections are supported by TCI Management Consultants and DCG reports. Corporate memberships increase to \$1000 in 2014 due to new benefits (e.g. discounted rates on room rentals). Assumes 4 Corporate members in 2014 and 2 additional corporate members each year thereafter.

**Note 5** - Based on DCG report. Does not include exhibition or public programs sponsorships.

**Note 6** - Lugo - 2% increase annually over previous year from 2012 to 2014. 10% increase annually from 2015 to 2017. Projections supported by DCG report.

**Note 7** - As per DCG report recommendations.

**Note 8** - As per DCG report recommendations.

**Note 9** - In 2013 quarterly display advertising is placed to promote Membership purchases and new benefits (e.g. Free admission to special exhibitions). 2% increase from previous year from 2014 to 2017.

**Note 10** - 2012 to 2014 stewardship is done by existing staff. Beginning in 2015, as per DCG report, stewardship is more robust. Includes receptions beginning in 2015 and photography of events.

**Note 11** - 2015 to 2017 based on DCG report and includes sponsorship packages, membership communications (newsletters, brochures, etc.).

**Note 12** - Lugo - 2% increase annually over previous year from 2012 to 2017.

**Note 13** - Donor Wall annual maintenance. 10% increase annually from previous year from 2013 to 2017.

## Gallery Shop

|  | 2012<br>Approved<br>Budget | 2013<br>Estimate  | 2014<br>Estimate  | 2015<br>Estimate  | 2016<br>Estimate  | 2017<br>Estimate  | Note |
|--|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------|
| <b>GALLERY SHOP REVENUE</b>            |                            |                   |                   |                   |                   |                   |      |
| Sales                                  | \$ 330,000                 | \$ 353,100        | \$ 377,817        | \$ 510,053        | \$ 510,053        | \$ 535,556        | 1    |
| <b>Total Gallery Shop Revenue</b>      | <b>\$ 330,000</b>          | <b>\$ 353,100</b> | <b>\$ 377,817</b> | <b>\$ 510,053</b> | <b>\$ 510,053</b> | <b>\$ 535,556</b> |      |
| <b>GALLERY SHOP EXPENDITURES</b>       |                            |                   |                   |                   |                   |                   |      |
| <i>Cost of Sales</i>                   |                            |                   |                   |                   |                   |                   |      |
| Cost of Goods Sold                     | \$ 181,500                 | \$ 194,205        | \$ 207,799        | \$ 280,529        | \$ 280,529        | \$ 294,556        | 2    |
| Freight                                | 7,260                      | 7,768             | 8,312             | 11,221            | 11,221            | 11,782            | 3    |
|  | <u>\$ 188,760</u>          | <u>\$ 201,973</u> | <u>\$ 216,111</u> | <u>\$ 291,750</u> | <u>\$ 291,750</u> | <u>\$ 306,338</u> |      |
| <i>Administration</i>                  |                            |                   |                   |                   |                   |                   |      |
| Current Shop Staff Moved out of Core   |                            |                   |                   |                   |                   |                   |      |
| Expenditures - Salary & Benefits       | 0                          | 0                 | 0                 | \$ 174,309        | \$ 177,796        | \$ 181,351        | 4    |
| Credit Card Charges                    | 6,270                      | 6,709             | 7,179             | 9,691             | 9,691             | 10,176            | 5    |
| Inventory Count Fees                   | 0                          | 1,005             | 1,025             | 1,046             | 1,067             | 1,088             | 6    |
| Purchasing Travel                      | 3,500                      | 1,500             | 4,500             | 1,500             | 4,500             | 1,500             | 7    |
| Shop Supplies                          | 4,000                      | 4,080             | 4,162             | 4,245             | 4,330             | 4,416             | 8    |
|  | <u>\$ 13,770</u>           | <u>\$ 13,294</u>  | <u>\$ 16,865</u>  | <u>\$ 190,791</u> | <u>\$ 197,383</u> | <u>\$ 198,531</u> |      |
| <i>Marketing and Promotion</i>         |                            |                   |                   |                   |                   |                   |      |
| Advertising                            | \$ 7,500                   | \$ 8,500          | \$ 9,500          | \$ 10,500         | \$ 11,500         | \$ 12,500         | 9    |
| Promotional Materials                  | 1,500                      | 1,530             | 1,561             | 1,592             | 1,624             | 1,656             | 10   |
|  | <u>\$ 9,000</u>            | <u>\$ 10,030</u>  | <u>\$ 11,061</u>  | <u>\$ 12,092</u>  | <u>\$ 13,124</u>  | <u>\$ 14,156</u>  |      |
| <b>Total Gallery Shop Expenditures</b> | <b>\$ 211,530</b>          | <b>\$ 225,297</b> | <b>\$ 244,037</b> | <b>\$ 494,633</b> | <b>\$ 502,257</b> | <b>\$ 519,025</b> |      |
| <b>Net Income</b>                      | <b>\$ 118,470</b>          | <b>\$ 127,803</b> | <b>\$ 133,780</b> | <b>\$ 15,420</b>  | <b>\$ 7,796</b>   | <b>\$ 16,530</b>  |      |

New FTE: 0.34

### **NOTES:**

**Note 1-** 2013 and 2014 assumes 3% increase in each year over previous year; 2015 assumes 35% increase due to increased attendance. 2016 assumes sales are flat due to decreased attendance; 2017 assumes 5% increase as shop becomes a destination and online sales are implemented. Projections are supported by FAST Consulting report.

**Note 2-** Cost of Goods ranges between 52-55% of Total Sales. 2013 to 2107 assumes 55%.

**Note 3-** Freight has been as low as 2% of COG, but 4% since 2008. 2013 to 2107 assumes 4%.

**Note 4-** In 2015, Shop staff salaries are removed from Salaries line of Operating Budget, and one current position is promoted to a full-time Assistant Shop Supervisor which is required to replace the Shop Supervisor while away, to assist with administration (e.g. Inventory, sales reports) and assist in coaching other part-time and casual staff in sales techniques.

**Note 5-** Credit card charges have been as low as 1.8% of Sales, but 1.9% since 2008. 2013 to 2107 assumes 1.9%.

**Note 6-** To ensure audit requirement, an external count is required.

**Note 7-** Shop Supervisor may travel every other year to major gift shows to source new product. 2012 & 2014 travel reflects the Museum Shop Association show in the United States. Assumes 2013, 2015 & 2017 entails local travel - to provincial craft fairs, artist studios.

**Note 8-** 2% increase annually.

**Note 9-** Budget increases by \$1000 over previous year from 2013 to 2017 and is required to meet sales targets.

**Note 10-** Reflects store decorations (e.g. Xmas). 2% increase over previous year from 2013 to 2017.



**General Capital Equipment Replacement Fund**

|  | 2012<br>Approved<br>Budget | 2013<br>Estimate | 2014<br>Estimate | 2015<br>Estimate | 2016<br>Estimate | 2017<br>Estimate | Note |
|--|----------------------------|------------------|------------------|------------------|------------------|------------------|------|
| <b>Opening Balance</b>                                   | 132,043                    | 125,643          | 139,089          | 83               | 6,612            | 32,977           |      |
| Transfer from Operating Budget                           | 40,300                     | 40,300           | 135,100          | 40,30            | 40,300           | 40,300           | 1    |
| <b>Balance including contribution from operating</b>     | <b>40,300</b>              | <b>40,300</b>    | <b>135,100</b>   | <b>40,30</b>     | <b>40,300</b>    | <b>40,300</b>    |      |
|  |                            |                  |                  | 0                |                  |                  |      |
|  |                            |                  |                  | 0                |                  |                  |      |
| <b>EXPENDITURES</b>                                      |                            |                  |                  |                  |                  |                  |      |
| Computer Replacements (all computers replaced 2012-2014) | 13,000                     | 17,000           | 16,200           | 3,600            | 3,600            | 3,600            | 2    |
| Computer Servers (3 servers)                             | -                          | -                | 115,000          | -                | -                | -                | 3    |
| SmartBoard Monitors                                      |                            |                  | 6,860            |                  |                  |                  |      |
| Point of Sale Software                                   | -                          | -                | 25,000           | -                | -                | -                | 4    |
| Fundraising Software                                     | -                          | -                | 45,000           | -                | -                | -                | 5    |
| Facility Rentals Software                                |                            |                  | 15,000           |                  |                  |                  | 6    |
| SmartBoard Software                                      |                            |                  | 17,000           |                  |                  |                  | 7    |
| Software Updates   | -                          | -                | 24,035           | -                | -                | -                | 8    |
| Leased Equipment (Automobile)                            | 7,700                      | 7,854            | 8,011            | 8,171            | 8,335            | 8,335            | 9    |
| Furnishings  | 2,000                      | 2,000            | 2,000            | 2,000            | 2,000            | 2,000            | 10   |
| Genie Lift   | -                          | -                | -                | 20,000           | -                | -                | 11   |
| Forklift   | 24,000                     | -                | -                | -                | -                | -                | 11   |
| <b>Total Funding Required</b>                            | <b>46,700</b>              | <b>26,854</b>    | <b>274,106</b>   | <b>33,771</b>    | <b>13,935</b>    | <b>13,935</b>    |      |
| <b>Year-End Balance</b>                                  | <b>125,643</b>             | <b>139,089</b>   | <b>83</b>        | <b>6,612</b>     | <b>32,977</b>    | <b>59,342</b>    |      |

**NOTES:**

**Note 1** - reflects the City of Saskatoon's historical contribution to the Capital Equipment Replacement Fund with the exception of 2014 when an additional \$94,800 is required for computer servers.

**Note 2** - a number of computers are nearing the end of their life expectancy. All computers will be replaced prior to the move, and new software will be purchased or updated prior to the move to ensure staff are trained and operations run smoothly once in the new building.

**Note 3** - as per Professional Computer Service IT report, 3 servers will be needed for administration, security, smart boards, and back-up.

**Note 4** - Point of Sale (POS) software that integrates with the AccPac accounting system and that can generate detailed sales reports is required for the Gallery Shop, and a portable POS system is required for the 3rd floor to take admissions when Special Exhibitions are on.

**Note 5** - updated software that integrates with the AccPac accounting system to track memberships, donations and sponsorship is required.

**Note 6** - software that integrates with the AccPac accounting system and is specific to facility rentals and catered events bookings is required.

**Note 7** - software that is specific to the SmartBoards messaging is required.

**Note 8** - reflects the cost of updates for existing software utilized by staff.

**Note 9** - reflects the lease for the Toyota Camry.

**Note 10** - reflects replacement of small furnishings (office chairs, filing cabinets, etc.).

**Note 11** - reflects equipment required for exhibition installations.

**Facility Rental Catering Capital Requirements**

|  | 2012            | 2013        | 2014             | 2015             | 2016             | 2017             | Note |
|--|-----------------|-------------|------------------|------------------|------------------|------------------|------|
|  | Approved Budget | Estimate    | Estimate         | Estimate         | Estimate         | Estimate         |      |
| <b>Opening Balance</b>                                       |                 |             | -                | -                | -                | -                |      |
| Operating Budget Contribution                                | 0               | 0           | 10,000           | 72,765           | 72,765           | 72,765           |      |
| <b>Balance including contribution from operating</b>         | <b>0</b>        | <b>\$ -</b> | <b>\$ 10,000</b> | <b>\$ 72,765</b> | <b>\$ 72,765</b> | <b>\$ 72,765</b> |      |
| Facility Rental Software (life expectancy 5 Years)           | 0               | 0           | 10,000           | 0                | 0                | 0                | 1    |
| Kitchen Equipment (\$770,000)                                | 0               | 0           | 0                | 0                | 0                | 0                | 2    |
| Mechanical/Architectural 40% 15-20 years - \$15,400 per year | 0               | 0           | 0                | 15,400           | 15,400           | 15,400           | 2    |
| Furniture/Fixtures/Finishes 21% 5 years                      | 0               | 0           | 0                | 32,340           | 32,340           | 32,340           | 2    |
| Equipment 39% 8-12 years                                     | 0               | 0           | 0                | 25,025           | 25,025           | 25,025           | 2    |
| <b>Total Funding Required</b>                                | <b>\$ -</b>     | <b>\$ -</b> | <b>\$ 10,000</b> | <b>\$ 72,765</b> | <b>\$ 72,765</b> | <b>\$ 72,765</b> |      |
| <b>Ending Balance</b>  |                 |             | -                | -                | -                | -                |      |

**NOTES:**

**Note 1** - The Gallery will be responsible for all facility rentals and catering bookings. Undertaking bookings activity enables the Gallery to generate more income than taking a commission on sales, and ensures the Gallery has control of the types of bookings that are made in the facility.

**Note 2** - Replacement costs for various aspects the kitchen and rental furnishings capital costs have been determined for their lifespan.

**Permanent Collection Fund**

|  | 2012<br>Approved<br>Budget | 2013<br>Estimate  | 2014<br>Estimate  | 2015<br>Estimate  | 2016<br>Estimate  | 2017<br>Estimate  | Note |
|--|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------|
| <b>Opening Balance</b>                               | \$ 21,318                  | \$ 10,068         | \$ 5,968          | \$ 6,868          | \$ 6,718          | \$ 13,653         |      |
| Artwork Donated                                      | 150,000                    | 150,000           | 150,000           | 150,000           | 150,000           | 150,000           | 1    |
| Canada Council Acquisitions Assistance               | 30,000                     | 30,000            | 30,000            | 30,000            | 30,000            | 30,000            | 2    |
| Operating Budget Contribution                        | 30,000                     | 30,000            | 30,000            | 30,000            | 30,000            | 30,000            | 3    |
| Donations  | -                          | 2,500             | 7,500             | 2,500             | 7,500             | 2,500             | 4    |
| Fundraising  | 7,350                      | 8,900             | 8,900             | 12,850            | 14,035            | 15,339            | 5    |
| <b>Balance including contribution from operating</b> | <b>\$ 217,350</b>          | <b>\$ 221,400</b> | <b>\$ 226,400</b> | <b>\$ 225,350</b> | <b>\$ 231,535</b> | <b>\$ 227,839</b> |      |
| <b>EXPENDITURES</b>                                  |                            |                   |                   |                   |                   |                   |      |
| Artwork Donated (moved to Asset)                     | \$ 150,000                 | \$ 150,000        | \$ 150,000        | \$ 150,000        | \$ 150,000        | \$ 150,000        | 1    |
| Artwork Purchased                                    | 60,000                     | 60,000            | 60,000            | 60,000            | 60,000            | 60,000            | 6    |
| Frieght/Shipping/Courier                             | 3,600                      | 3,500             | 3,500             | 3,500             | 3,500             | 3,500             | 7    |
| Fees Honoraria & Appraisals                          | 13,000                     | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 8    |
| Supplies   | 1,000                      | 1,000             | 1,000             | 1,000             | 1,000             | 1,000             | 9    |
| Travel by Staff                                      | 1,000                      | 1,000             | 1,000             | 1,000             | 100               | 1,000             |      |
| <b>Total Funding Required</b>                        | <b>\$ 228,600</b>          | <b>\$ 225,500</b> | <b>\$ 225,500</b> | <b>\$ 225,500</b> | <b>\$ 224,600</b> | <b>\$ 225,500</b> |      |
| <b>Year-End Balance</b>                              | <b>\$ 10,068</b>           | <b>\$ 5,968</b>   | <b>\$ 6,868</b>   | <b>\$ 6,718</b>   | <b>\$ 13,653</b>  | <b>\$ 15,992</b>  |      |

**NOTES:**

**Note 1** - Artwork Donated in Revenue is offset by Artwork Donated in Expenditures (artwork is moved to Assets).

**Note 2** - Canada Council provides, on an application basis, a matching grant of up to \$30,000 for purchases.

**Note 3** - Reflects the amount from the Operating Fund to match the Canada Council grant.

**Note 4** - Include donations towards the cost of appraisals and donations restricted to the Permanent Collection. Historically, larger donations are made every other year.

**Note 5** - Reflects incomes from sales at the Membership Showcase, Mother's Day Tea & Plant Sale and Christmas Poinsetta Sales. 2015 reflects a 50% increase in the Mother's Day & Christmas Sales due to the sales being held in a larger space (i.e. Multipurpose Room) and with increase stock levels. 2016 & 2017 reflect 10% increases in sales each year.

**Note 6** - Reflect the total amount of purchases offset by Canada Council grant & Transfer from the Operating Fund.

**Note 7** - Reflects cost of shipping donated work to the gallery.

**Note 8** - Reflects costs associated with appraisals of work before donation or purchase. 2012 reflects appraisals necessary for a Cultural Property application.

**Note 9** - Reflects costs associated with matt boards and framing.

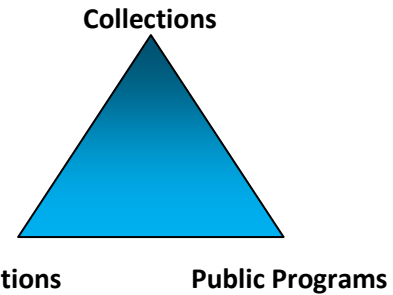
**Note 10** - Reflects staff travelling to view potential donations or purchases.

## APPENDIX 2 - Expansion of Programs and Services

### Core Program Guidelines

The Rемаi Art Gallery of Saskatchewan's purpose and core public commitment incorporates an integrated, three-pillar approach that links exhibitions (including research and publications), public and outreach programs and the development of the permanent collection (which includes research, development, documentation and exhibition).

The Gallery's focus will be on Saskatoon, Saskatchewan, and it will seek to establish a balance between relevance to this community and situating the art making of the region in a national and international context. This will be accomplished through:



- Exhibition and interpretation of historical and contemporary art that is significant to the development of the Gallery's history and permanent collection, and works that have had an impact on, or have been impacted by, the art of the region and Canada;
- Exhibition and documentation of works of art that were inspired by, influential to, and/or produced within the prairie region;
- Exhibitions and public programs that reflect the values, perceptions, issues and physical realities of the region;
- Exhibition, interpretation and documentation of artists who were born, lived, and/or worked within the region;
- Featuring artwork of international origin from contemporary and historical periods, in keeping with the initial vision of the Mendel Art Gallery's founder, Mr. Fred Mendel.
- Highlighting thematic selections from the Gallery's permanent collection to provide the public with access to the artworks it owns in the exhibition galleries and in other display areas throughout the building.
- Facilitating and enabling programs with multiple points of entry for audiences to engage with art.

### Core Program Development

The Rемаi Art Gallery of Saskatchewan will set in place an integrated strategy in which understanding of place and community are interwoven with programming that serves as a catalyst for dialogue and exchange, and encourages an understanding and appreciation of visual arts.

A primary role for the new Rемаi Gallery will be to celebrate visual art in its diverse manifestations and to act as an agent of community well-being and development. The Rемаi Gallery intends to provide programming in an immersive environment, where people of diverse backgrounds can connect with visual art through a multitude of activities and resources that are sensitive to a broad range of learning styles.

For example, hands-on activities in the Education Centre will be offered to small groups of adults and children. Free-guided tours will be held every Sunday, while private guided tours can be arranged any time for any group size. The Gallery will also offer a regular schedule of public lectures, artists' talks, symposia and a variety of family and kid-friendly hands-on educational programs.

The Rемаi Gallery will develop strategic partnerships where art serves as a catalyst for interaction with other organizations in the community, regionally and internationally to create a meaningful dialogue amongst citizens of all backgrounds. Community partnerships and collaborations will continue to be developed with non-profit agencies, arts and cultural groups, and academic institutions; for instance, serving as a community Gallery for the Saskatoon Community Youth Arts Programming, and exhibiting works by students recently graduated from the University of Saskatchewan as well as other emerging artists.

The Rемаi Gallery will be a gathering place. Through public programming, The Rемаi Gallery is determined to make historical and contemporary art accessible, enjoyable and integral to all visitors, and to support professional development of artists in the community. The program of activities will centre on the notion of the art museum as 'inclusive', a place where all people have access to work by artists, curators, and programmers, and a space to research, interact with, reflect on, and discuss the issues of their lives through art. The Rемаi Gallery will demonstrate, on a daily basis that art is necessary to quality of life, and to the advancement of Saskatoon as a creative city dedicated to life-long learning.

Where the experience of art brings people together to see the world in new ways, The Rемаi Gallery will be the destination for positive social development through art-based activities and for collaborations among community stakeholders.

#### **Remai Foundation - Contribution to Programming**

With the unprecedented and generous support of the Ellen and Frank Rемаi Foundation, The Rемаi Gallery will receive a \$500,000 contribution annually for 30 years to enhance the Gallery's programs. As part of the agreement with the Foundation, these funds are restricted to enhanced programming that would not be possible without this extraordinary support. The Gallery envisions "special" exhibitions of a calibre the Gallery has not been able to attract due to physical limitations of the current facility and/or lack of financial capacity.

These exhibitions may be of international or national significance - solo, group or thematic exhibitions of "important" artists which are touring - works of art and/or exhibitions, for example from the Art Gallery of Ontario, National Gallery of Canada, Tate Gallery in London, Museum of Modern Art in New York, or

the Moderna in Stockholm. Our plan includes two 8 week projects a year which will induce interest in the Gallery brand - *“the best place on the prairies to view art you can't see anywhere else - it is exciting!”* These exhibitions will help the Gallery attain its goals related to increasing self-generated revenue by boosting attendance - *“come with me, let's see what's on”* - and building value for increased memberships through discounts on admissions to these special exhibitions as well as other benefits.

The programming direction is validated by the Fast Consulting Market Assessment report which found:<sup>2</sup>

- *New features would encourage visitation. More exhibitions would be the biggest attraction: 73% would visit if there were more exhibitions of the Gallery's collection and 71% would visit if there were more touring exhibitions.*
- *Programmable, accessible space is another draw: 70% of residents would visit if the Gallery offered a community studio, 68% if it had a lecture theatre capable of hosting film screenings and small performances and 44% if it had a large meeting space for special events.*
- *38% would visit if there were more art classes and programs.*
- *Almost one quarter (24%) say they will participate in programs offered at The Remai Gallery. Three out of ten (30%) residents say they would be willing to pay for an art class or workshop at The Remai Gallery. Of these, 31% would pay less than \$25 for a class, 14% would pay \$25-\$49, another 14% would pay \$50-\$99 and 9% would pay \$100 or more. A significant percentage (32%) are unsure how much they would be willing to pay, saying it would depend on the program.*

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<sup>2</sup> Fast Consulting - *Public Opinion Survey Report*, November 2011

### APPENDIX 3 - Attendance and Admissions

The Gallery contracted TCI Management Consultants, specialists in feasibility assessments for cultural institutions, to undertake a study related to admission fees, including looking at various admission fee scenarios and assessing the financial impact for each, projecting attendance for each scenario and commenting on its likely impact on membership.

Four specific admission fee scenarios were examined:

- a) Scenario A - Free Admission for Everything All the Time
- b) Scenario B - Free Admission except for special exhibitions<sup>3</sup>
- c) Scenario C - Modest Admission for permanent collection and regular exhibitions; Higher Fee for special exhibitions
- d) Scenario D - Modest Admission Fee with a Free Day / Evening

The report highlights variables to consider in determining an appropriate admission fee structure: materiality and significance of the visitor experience (e.g. length and quality of experience); the extent to which the Gallery is perceived as a public good; the existence of a membership program; the existence of a donations box; providing a free admission day; ancillary charges (e.g. parking fees); and pricing strategies (bundling, packaging and discounting). The consultants caution that intangible elements (i.e. non-financial) such as community values and attitudes towards accessibility must be considered.

The consultants reviewed attendance and membership-related information provided by the Mendel Art Gallery. They also contacted seven other public Canadian galleries which currently have admission fees in place. Those who have gone from free admission to an admission charge had mixed experiences - some had no problem implementing an admission charge, others had negative reactions and experienced a decline in attendance. All galleries adjust their fees according to the local economic conditions.

In determining the 'base' projected attendance at The Remai Gallery, the consultants noted the following:<sup>4</sup>

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<sup>3</sup> Special exhibitions are those made possible through annual funding from the Remai Foundation, and exhibitions which tend to be larger and more widely promoted versus regular exhibitions which are the sorts of exhibits that most galleries mount on an on-going basis and are funded typically by Canada Council, Saskatchewan Arts Board and SaskCulture. Other special exhibitions might be those that receive Museums Assistance Program project funding.

<sup>4</sup> TCI Management Consultants - *Remai Art Gallery of Saskatchewan Admissions Study*, December 2011

- *Given the advantages of the new Gallery (size, programming, location) the new norm of attendance in a typical year of operation will be significantly higher than the current average [160,000]; we assume (likely conservatively) that the new norm of attendance will be one-quarter higher than the existing levels: 200,000 visitors per year which is in line with the Functional Program Plan for The Remai Gallery.*
- *However, in the first years of operation of the new Gallery there will be a significant spike in attendance, reflecting the ‘novelty effect’ and pent-up demand to see the new facility that will develop during the construction period. This is consistent with the experiences of other galleries. We expect that the first year will see attendance levels 50% higher than the ‘new norm’ of 200,000, and in year 2 this will drop down to levels 25% higher. After this novelty effect in the first couple of years has worn off, attendance in year 3 will level off at a typical year of operation level. Accordingly, the attendance projections under this base scenario will be<sup>5</sup>:*

|                      |                |
|----------------------|----------------|
| <i>Year 1 (2015)</i> | <i>300,000</i> |
| <i>Year 2 (2016)</i> | <i>250,000</i> |
| <i>Year 3 (2017)</i> | <i>200,000</i> |

Financial assumptions outlined in the report for all admission fee scenarios include:

- *At present the Mendel Art Gallery has 700 members; the average gross membership fee is \$27.59; net membership revenues are assumed to continue at current levels (96%)<sup>6</sup>*
- *In the applicable scenario, the cost of supplying an additional staff to collect admissions is assumed to be \$85,000<sup>7</sup>. IT and equipment costs are assumed to be 10% of this amount resulting in total collections costs of \$93,500.*
- *For scenario B, the cost of collecting admissions for 16 weeks associated with the special collections timing is assumed to be 16/52 of the collection cost noted above (\$28,769).*

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<sup>5</sup> *This may actually be a conservative estimate. Attendance at the Art Gallery of Ontario rose by nearly 60% to 878,000 (from 550,000) after its expansion in 2008. The Art Gallery of Hamilton’s attendance rose by 140% (from 74,000 to 177,000) after its expansion in 2006. The Art Gallery of Alberta saw attendance rise by several multiples after its expansion in 2009 (from 20,000 to over 100,000). However, these were expansions on those galleries’ existing sites, whereas in Saskatoon the new gallery will be on a totally new site.*

<sup>6</sup> *Mendel’s membership expenditures would be considered low relative to other galleries and cultural institutions. Mendel groups its membership and development revenues and expenditures in its financial reporting and therefore some of the costs related to servicing the membership may be allocated to development. We have used membership expenditures of 4% which is consistent with the Mendel’s historical reporting and future budgeting.*

<sup>7</sup> *Calculated as 12 hours per day at \$16.62 plus 17% benefits for 363 days and rounded to nearest thousand.*



- *Other types of income (e.g., rental income and programming income) are likely to be higher in the new Gallery; however, we do not expect these income streams to be dependent on admissions or admissions pricing policies. Accordingly, we have not modeled the impact of increased income from rentals and programming.*

In addition to staff that will be required to take admissions when special exhibitions are on, there will be a need to ensure the Reception/Information Desk is staffed during the Gallery's operating hours - every day except Christmas, from 9am to 9pm daily. These staff (2.5 FTE) are required to ensure a high level of quality public service and to orient residents and visitors to the facility, the Gallery and its programs.

Assumption highlights of each admission fee scenario are:

Scenario A - Free Admission for Everything All the Time - assumes there is free admission all the time with two special exhibitions annually, each 8 weeks in duration. On average, special exhibitions attract audiences equal to approximately 50% more than the regular audience to the permanent collection and regular exhibitions. Membership fees remain at current levels (i.e. \$27.59 on average) and memberships are assumed to be 30% higher than present levels in 2015 (substantiated by the Fast Consulting Market Assessment report) dropping to 25% higher than present levels by year 3, reflecting increased levels of interest in becoming a member generated by the new Gallery.

Scenario B - Free Admission except for special exhibitions - assumes there is free admission to the permanent collection and regular exhibitions, with an average charge of \$8/person for the two 8-week long special exhibitions. Attendance to the special exhibitions will be 25% less than in Scenario A reflecting price sensitivity to an admission fee. (Consistent with the Fast Consulting Market Assessment report that 73% of Saskatoon residents support an admission for special exhibitions). Membership fees will remain the same (i.e. \$27.59 on average) and the number of members is assumed to be 10% higher than in Scenario A due to economic advantages of entering into the Special Exhibition for free if visiting 3 times or more. Members will account for 3% of visitors to special exhibitions.

Scenario C - Modest Admission for permanent collection and regular exhibitions; Higher Fee for special exhibitions assumes there will be an average charge of \$6/person for the permanent collection and regular exhibitions and an average charge of \$8/person for the special exhibitions. The number of annual visitors to the permanent collection and regular exhibitions will decrease by 50% and attendance to the special exhibitions will be 25% less than in Scenario A due to the admission charge (findings which are consistent with the Fast Consulting Market Assessment report). Membership fees will remain the same (i.e. \$27.59) and membership will include free access to the exhibitions. Members will represent 25% of attendance. A small segment will be interested in paying to see the permanent collection and regular exhibitions, but will not pay 'extra' to see the Special Exhibition.

Scenario D - Modest Admission Fee with a Free Day / Evening assumes the same admission charge as Scenario C. As a result of a free day, visits by non-members to the permanent collection and regular exhibitions will be 10% higher than in Scenario C, and 25% of those paying to come to the Gallery in Scenario C will come on a free day instead. Attendance patterns of members and those paying

admission to see a Special Exhibition and member visits remain unchanged from Scenarios B and C. A small segment will be interested in paying to see the permanent collection and regular exhibitions, but will not pay 'extra' to see the Special Exhibition. Members fees remain the same and members continue to get free access but there is less incentive to be a member and members visitation reflects 15% total visitation.

Attendance is expected to spike in the first year, drop slightly in the second year and level off by the third year. The outcome of the financial modeling for each scenario on the next page reflects a typical year (assumed to be 2017).

- Scenario B projects total attendance of 180,000 with a projection of 60,000 of these visitors paying to see a Special Exhibition.
- Scenario C projects 121,600 visitors with 61,600 paying a modest admission fee to see the permanent collection and/or regular exhibitions, and 60,000 paying a higher fee to see a Special Exhibition.
- Scenario D projects total attendance of 127,600 with 67,600 paying to see a permanent collection and/or Regular Exhibition, and 60,000 paying a higher fee to see a Special Exhibition.

Also in this modeling, Gross and Net Revenue figures include membership revenue (Gross: \$26,551; Net: \$25,489) as well as admissions revenue (Gross: \$465,600; Net: \$436,831).

|   | <b>Scenario A</b><br>Free Admission<br>for Everything | <b>Scenario B</b><br>Free Admission to<br>permanent<br>collection / regular<br>exhibitions; Charge<br>for special<br>exhibitions | <b>Scenario C</b><br>Admission Charge<br>for permanent<br>collection / regular<br>exhibitions and<br>special exhibitions | <b>Scenario D</b><br>Scenario C with<br>Free Day |
|---|---|--|--|--|
| Attendance                                  | 200,000   | 180,000  | 121,600  | 127,600  |
| Memberships                                 | 875   | 963  | 4,286  | 2,700  |
| Gross Revenues                              | \$24,138  | \$492,151  | \$757,824  | \$742,131  |
| Net Revenues                                | \$23,172  | \$462,320  | \$659,595  | \$645,652  |
| Net Revenues per visitor                    | \$0.12  | \$2.57   | \$5.42   | \$5.06   |
| Incremental Net<br>Revenues over Scenario A | n/a   | \$439,148  | \$636,423  | \$622,480  |

After examining the Admissions Study report in detail and with consideration of the "intangibles" (i.e. accessibility, visibility, admissions history, etc.) as well as the need for the Gallery to generate more income, The Remail Gallery Board is recommending:

## **Recommendation #2**

**The Remail Art Gallery of Saskatchewan Board recommends Scenario B (introduction of a modest admission fee on average \$8/person for special exhibitions).**

## **Recommendation # 3**

**The Remail Art Gallery of Saskatchewan Board recommends 2.5 FTE be hired to staff the Reception / Information desk during gallery operating hours, and 0.65 FTE be hired for admissions collection during special exhibitions.**

The Gallery's recommendation is supported by findings in the Fast Consulting Market Assessment:<sup>8</sup>

- *Eight out of 10 residents (80%) say they are likely to visit the Remail Art Gallery of Saskatchewan at some point when it opens at River Landing, including 22% who are very likely to visit.*
- *Residents who are likely to visit the new location are asked how often they think they'll visit in a typical year. Most (68%) say once or twice a year, another 18% say three to five times and 8% say six or more times.*
- *New features would encourage visitation. More exhibitions would be the biggest attraction: 73% would visit if there were more exhibitions of the Gallery's collection and 71% would visit if there were more touring exhibitions.*
- *Programmable, accessible space is another draw: 70% of residents would visit if the Gallery offered a community studio, 68% if it had a lecture theatre capable of hosting film screenings and small performances and 44% if it had a large meeting space for special events.*
- *Services would also draw visitors: 56% would visit the Gallery if it had a bistro style counter-service café and 55% would visit if it had an expanded gift shop (55%). Finally, 38% would visit if there were more art classes and programs.*
- *Roughly two-thirds (65%) of residents agree that the Remail Art Gallery of Saskatchewan should continue to offer free admission for all exhibitions at all times, compared to a third (33%) who disagree.*
- *The majority (73%) agree the Gallery should continue with free admission to the permanent collection, but charge admission to special or significant exhibitions. This compares to 37% who agree the Gallery should charge a standard, affordable admission for all exhibitions at all times.*

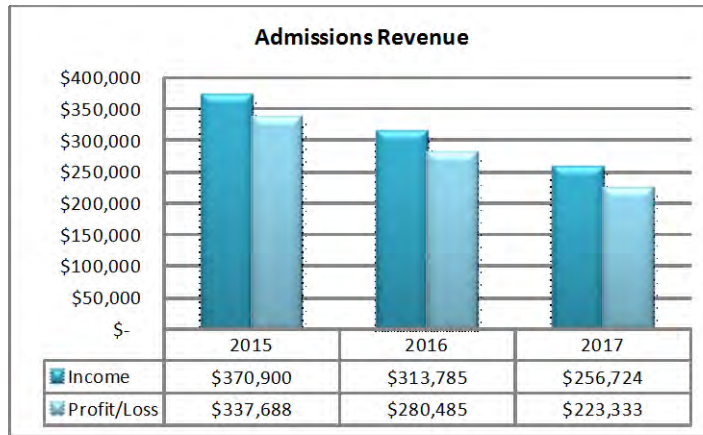
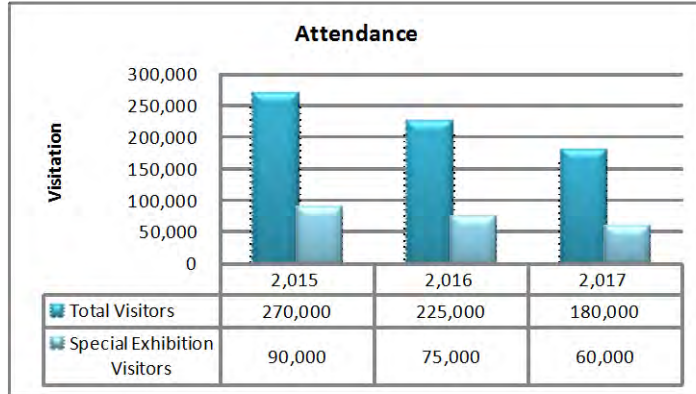
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<sup>8</sup> Fast Consulting - Remail Art Gallery of Saskatchewan Public Opinion Survey Report, November 2011.

- *Even assuming the artist was of great interest to them, few residents (5%) are willing to pay more than \$25 for an individual adult admission to a special exhibition. Close to a third (31%) are willing to pay up to \$10, 13% are willing to pay up to \$15 and another 13% are willing to pay up to \$20.*
- *Three out of ten residents (30%) would be willing to pay \$50 for a yearly membership that gave them free admission plus reduced rates on special exhibitions.*
- *While a third (33%) say the frequency of their visits to the Gallery will depend on the admission cost, over a quarter (27%) say an admission fee for special exhibitions would not stop them from visiting. Another 19% say an admission fee for special exhibitions would reduce their visits and 18% say they would no longer visit.*

In developing the Admissions component of the budget, the following assumptions were made, and the projected revenue and profit/loss are outlined below.

- 2.5 FTEs will be required to staff the Reception/Information Desk from 9am to 9pm daily, and 0.65 FTE will be required to take admissions during special exhibitions.
- Each year two special exhibitions, each of 8 weeks duration, will be organized.
- Admission will be charged for the special exhibitions only
- Admission will be \$10 for adults and \$6 for seniors, students, and teens.
- Total attendance will spike in the opening year 2015 at 270,000 visits, will drop to 225,000 visits in 2016 and will level out in 2017 at 180,000 visits. Only a portion of these visitors will pay to see a Special Exhibition.
- Donations Box income will be included in the Admissions budget.
- Donations will remain flat until 2016 due to the capital campaign and the initial reaction of an admissions charge, and will increase 5% annually with Reception/Information staff pointing out the Donations Box to visitors.
- Membership income will be included in the Fundraising Budget.
- The Gallery has taken a conservative approach to the budget and projected revenue is reduced by 50% from the projections provided by TCI Management Consultants because attendance figures provided to the consultants include *all* visitors to the Mendel, not just those visiting the exhibitions. (i.e. some people may be visiting the Conservatory, washrooms or Gallery Shop only).



For more detailed financial information refer to Appendix 1

## **APPENDIX 4 - Food & Beverage Services/Facility Rentals**

The new Remai Art Gallery of Saskatchewan will include a number of spaces that will be made available for rent to the public and which will provide residents and visitors with a variety of food and beverage experiences:

- The Bistro (counter-service) Café, featuring light lunches, snacks and beverages on the main floor of the building, will provide casual seating in the atrium year round and will open to an outdoor river-view patio in warmer months.
- The Multipurpose Room on the 2<sup>nd</sup> floor will accommodate 200 people for a banquet and up to 350 people for a reception. The room is attached to the main Kitchen which will service this room and the Café.
- The seasonably accessible 4<sup>th</sup> floor Roof Top Terrace, serviced by a small prep kitchen on the same floor, will accommodate 70-80 people for a reception with the Multipurpose Room used as backup in the event of inclement weather.
- The 4<sup>th</sup> floor Board Room and adjacent Meeting Room will accommodate 30 people and 10 people respectively for business meetings with onsite catering being provided.
- The 2<sup>nd</sup> floor Lecture Theatre will seat 150 for lectures, film screenings and public presentations.

The Gallery contracted fsSTRATEGY - specialists in consultations to the food service industry - to analyze the financial impact of food and beverage services and facility rentals at The Remai Gallery, and to provide recommendations to The Remai Gallery related to management options. In order to estimate the potential size of the business and determine its impact on the private sector and The Remai Gallery' core operations, the consultants met with several key hospitality and event space providers and caterers in the City, and they interviewed eight public galleries across the country who offer food and beverage services and facility rentals.

## **Overview of Research - Food & Beverage Services/Facility Rentals**

### **Other Jurisdictions: gallery Interviews**

Highlights from the interviews with other galleries are:

- Five of the eight galleries contacted offer retail food services (e.g. restaurant, Café and/or bar), four of which outsource the management of the retail food service to a third-party caterer.
- Three of the eight galleries work with an exclusive contracted caterer (who is also responsible for the retail food services) and one gallery self-operates its facility rentals, catering and retail food services. In all four cases, the retail food services operations are not profitable and the operator (i.e. caterer) operates the retail food service to gain access to the profitable catering operations. Revenue is generated from a flat rental fee, commission or a combination of both.

- The four remaining galleries rent the space to clients and groups, and an event convener arranges the caterer - usually from a list of preferred caterers. In all four of these cases a flat rent is charged to the caterer and the Gallery does not receive a commission on food and beverage operations, with the exception of one Gallery which receives commission from only one of its preferred caterers. These galleries receive corporate donations or discounted catering for Gallery-hosted events from their preferred caterers and, in most cases; these galleries desire a re-structured agreement where they would receive a commission on catering.
- All of the galleries offer rental space in their facilities. Seven of the eight galleries administer and book space at their galleries taking all the room rental revenue. The eighth receives a 50% commission from the exclusive caterer who handles bookings. The average rental per square foot for a half day is \$0.62 and for a full day is \$0.95. Theatre rental averages per square foot are \$2.44 per half day and \$3.93 per full day.
- Additional charges vary but most galleries charge for security outside of regular operating hours. Audio/Visual equipment is often outsourced to a third party and sometimes the Gallery receives a commission on AV rentals.
- Other restrictions and charges at the various galleries include: minimum food service orders, Internet access fees, after hours usage fees, set up/break down charges over the normal time required for this activity, deposits, obtaining liquor licenses and insurance.
- Additional offerings with catered events and rentals include: packages (e.g. weddings with registry in the Gallery Shop, membership, use of AV equipment), tours of exhibitions, and discounts to non-profit groups.

### **Demand Analysis**

In Saskatoon, seventeen (17) traditional venues (hotels, convention centres) and non-traditional venues (Western Development Museum, golf clubs, German Club, etc.) were contacted to: discuss the market for catered events and rentals, demand for venues, pricing, sales structures and thoughts on The Remail Gallery being in competition with the private sector.

Highlights from the interviews with hotels include:

- Unlike most jurisdictions where hotels use meeting space to sell hotel rooms, Saskatoon has a relatively strong hotel room market and, as a result, meeting space is used to generate additional catering and rental revenue. Also, hotels target the wedding, banquet and reception market because of high room demand.
- There is only one facility in the city with a river view ballroom - The Remail Gallery Multipurpose Room will be the second.
- Non-traditional venues such as the Western Development Museum, Wanuskewin, etc. are often used for off-site dinners and/or conferences.
- For some, demand for catered events has been soft in the summer and during the holiday season; both in terms of size of event, number of events and per person spend. Demand for high-end weddings is a small segment but is not well supplied in the city. There is an excess of supply of meeting space in the city.

- Most hotels would not be concerned with The Remail Gallery getting into the food and beverage services and facility rentals business providing the Gallery does not undercut the private sector on price, and providing it charges corkage and gratuities similar to rates charged elsewhere.
- Market opportunities exist for The Remail Gallery to occupy a niche in the high-end wedding and reception market.
- Self-operation of the food services and catering is not advised as the amount of business would be too small to be lucrative, and there is a limited supply of servers in Saskatoon.
- The hotels interviewed, for the most part, were potentially interested in the opportunity to provide food services (including catering) at The Remail Gallery, but a number say they would like to manage bookings as well.
- None of the hotels are interested in making a capital investment in the kitchen and Bistro Café.

Highlights from the interviews with other venues are:

- There are mixed views on demand for catered events and meeting space - some say demand is increasing; others say it is flat. Current demand is heaviest on the weekends and, periodically, there is a shortage of space especially for weddings.
- Market opportunity for The Remail Gallery exists in upscale smaller corporate and social events, and the exhibitions at The Remail Gallery provide a value-added opportunity for facility rentals.
- Attracting a quality caterer and servers could be a challenge.
- The cost of operating may be greater on a per event basis due to fewer events being held at the Gallery, and as a result of the flexibility enjoyed by other venues which have catering and facility rentals as their core business.
- On the whole, the interviewees view the market as healthy and they are not overly concerned with the Gallery engaging in the catering and facility rental business.

Four caterers in the City were also interviewed by the consultants and are generally positive about the local supply of venues and demand for catered events. Other comments include:

- Corporate catering is increasing due to growth in the City.
- Demand for low cost, base catering (e.g. 'beef on a bun') is greater than sophisticated catering but unique offerings and 'cool' event delivery can facilitate higher prices.
- Demand exists for another niche oriented venue as the quality of event spaces, other than at hotels, is basic.
- There is a shortage of space that can accommodate 300+ people although the number of events of this size at the present time is limited.
- Market opportunity exists for hosting events at The Remail Gallery and the focus should be on higher-end weddings and corporate events. The Gallery setting and view of the river offers a distinct market advantage.
- There could be opportunities for the caterer to promote their own events (e.g. Sunday brunch, pre-theatre dinners).
- A professional quality caterer is required.



- The Bistro Café will be most successful if unique products are offered, and the Café operator should have access to the kitchen in order to provide fresh food (suggesting the operator should be exclusive or one of the preferred caterers). To attract and maximize business for the operator, after business day / evening tapas and licensed drinks should be considered.
- Market prices for catering range from \$25 to \$35 per person for plated dinners and \$40 to \$50 per person for reception food.
- All of these operators are interested in the catering opportunity at the Gallery. Self-operation by the Gallery for catering is not seen as feasible.
- One caterer prefers to be the exclusive caterer and would be interested in operating the Bistro Café providing they were on the list of preferred caterers, but would not be interested in operating the Café alone.
- Two caterers interested in the Café and catering would like to control bookings and one says they would consider working with a food and beverage/event planner professional who would sell, book and coordinate events.
- One person interested in operating the Bistro Café would prefer control of the kitchen but is not in a position to be the exclusive caterer.
- Most of the caterers, if successful in securing a contract, would prefer input on the design of the Bistro Café and kitchen.
- With regard to capital investment, one caterer has limited interest in providing a capital investment and would prefer to pay commission to assist in covering operating and capital costs. One has made capital investments in the past but would require a buy-back clause in the case of either party deciding to terminate the contract early.

Tourism Saskatoon was also interviewed as part of the supply/demand analysis and indicated the event business in the city is strong. They are excited about including the facilities at The Remai Gallery when selling Saskatoon as a meeting and convention destination, and they believe there are opportunities for the Gallery to partner with festivals and events held at River Landing to increase traffic to the Bistro Café and provide demand for facility rentals.

fsSTRATEGY also reviewed the findings of the Fast Consulting Market Assessment which found:<sup>9</sup>

- *Exploring residents' preferences regarding food services reveals that most (69%) would be interested in buying a non-alcoholic beverage at the Gallery café, compared to 42% who would be interested in buying an alcoholic beverage.*
- *Most (66%) would also be interested in buying lunch at the Gallery café, 64% would be interested in buying snacks and 51% would be interested in buying dinner.*

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<sup>9</sup> *Fast Consulting - Remai Art Gallery of Saskatchewan Public Opinion Survey Report, November 2011*

- *Roughly half (52%) of Saskatoon residents think they would visit a bistro style counter-service café at the Gallery once or twice a year, while another 22% think they would visit three to five times and 12% think they would visit six or more times a year.*
- *The large majority (80%) of residents agree that space for special events and meetings at the Gallery is a good thing for Saskatoon, including 26% who completely agree.*
- *Saskatoon residents say they would consider using rental space at the Gallery for various events, including a catered reception (47%), catered lunch or dinner (41%), public event/presentation (44%) or meeting (40%).*

In terms of supply and demand, the consultants at fsSTRATEGY concluded that:<sup>10</sup>

*A market exists for facilities rentals at the Gallery. This appears to be especially true for higher-end corporate meetings as well as higher-end social events (including meetings). The venue will likely compete primarily with the downtown convention hotels (Delta, Sheraton, Radisson and Hilton). Secondary competitors will likely include the other unique venues in the City. Primary demand for the Gallery's spaces will likely occur:*

- *weekends between May and September for weddings;*
- *late November through mid-December for holiday parties; and*
- *September through November and March through June for corporate events and meetings.*

*Those interviewed were mixed about competing with another publicly funded venue for events (TCU Place is also publicly funded as well as marketed using the destination marketing fee, in which the hotels interviewed all participate). The Gallery can mitigate this perception by:*

- *not undercutting private sector competitors on price;*
- *applying a gratuity charge on food and beverage similar to that of comparable venues in the City; and*
- *having similar corkage policies and rates as that of comparable venues.*

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<sup>10</sup> fsSTRATEGY - Mendel Art Gallery Food and Beverage Opportunity Assessment and Management Strategy, December 2011

## Operating Projections- Food & Beverage Services/Facility Rentals

### Bistro Café Revenue Estimates

The Bistro Café will draw from gallery patrons, gallery staff, Persephone Theatre patrons and staff, area residents, the area working population and those using the recreation area along the rivers. Bistro Café revenue estimates were calculated using various capture rates for various population groups and average cheque-per-cover estimates. In the case of The Remai Gallery and Persephone Theatre staff, capture projections are based on average annual restaurant visits per employee.<sup>11</sup>

|   | <b>Current Counts /<br/>Category</b> | <b>Projected<br/>Population</b> | <b>Capture Rate /<br/>Visits / Year</b> | <b>Capture Rate /<br/>Visits/Year</b> | <b>Average<br/>Cheque</b> | <b>Revenue</b>   |
|---|--------------------------------------|---------------------------------|---|---------------------------------------|---------------------------|------------------|
| <i>gallery Patrons (2011)</i>                             | 160,000                              | 200,000                         | 20.0%                                   | 40,000                                | \$ 9.00                   | \$ 360,000       |
| <i>gallery Staff (FTEs) (Visits per Year)</i>             | 24.75                                | 32.5                            | 36                                      | 1,170                                 | \$ 5.00                   | \$ 5,850         |
| <i>Persephone Theatre Patrons</i>                         | 80,000                               | 80,000                          | 10.0%                                   | 8,000                                 | \$ 9.00                   | \$ 72,000        |
| <i>Persephone Theatre Staff (Visits per Year)</i>         | 17                                   | 17                              | 12                                      | 204                                   | \$ 5.00                   | \$ 1,020         |
| <i>Area Residents</i>                                     | 670                                  | 800                             | 15.0%                                   | 120                                   | \$ 9.00                   | \$ 1,080         |
| <i>Area Working Population</i>                            | 9,017                                | 9,500                           | 15.0%                                   | 1,425                                 | \$ 9.00                   | \$ 12,825        |
| <i>Pedestrian Counts at River Landing</i>                 | <u>250,000</u>                       | <u>300,000</u>                  | 5.0%                                    | <u>15,000</u>                         | <u>\$ 5.00</u>            | <u>\$ 75,000</u> |
| <i>Total (Base Case)</i>                                  | 510,727                              | 590,030                         |   | 65,919                                | \$ 8.01                   | \$ 527,775       |
| <i>Low Revenue Scenario (25% less than Base Case)</i>     |                                      |                                 |   |                                       |                           | \$ 395,831       |
| <i>High Revenue Scenario (25% greater than Base Case)</i> |                                      |                                 |   |                                       |                           | \$ 659,719       |

Source: fsSTRATEGY Inc., Mendel Art Gallery, Persephone Theatre, City of Saskatoon, Meewasin Valley Authority

NOTE: In a survey of Saskatoon residents, 7% of respondents indicated that they were very likely to visit the Gallery because it has a bistro-style counter-service Café, 9% indicated they were likely and 18% indicated they were moderately likely.

<sup>11</sup> fsSTRATEGY - Mendel Art Gallery Food and Beverage Opportunity Assessment and Management Strategy, December 2011

**Catering and Facilities Rentals Revenue Projections**

The Remail Gallery will be able to accommodate several types of events. These include: <sup>12</sup>

- *Receptions - Social events where guests enjoy food and beverage, but do not sit at a table. Receptions may precede Banquets.*
- *Banquets - Events with a focus of providing food and beverage to guests. Such events may be combined with entertainment or be celebratory (i.e. weddings).*
- *Meetings - Events where the facility is used as a location for groups of people to meet. The group size may vary significantly. Most meetings are one day in length. Such events could include business meetings, management and board meetings, technical meetings, sales meetings and training seminars. Some meetings will generate revenue from food and beverage, audio visual revenues and other ancillary revenues.*
- *Theatre Rentals - Events such as meetings, training sessions, product launches, etc. could be held in the Gallery’s Lecture Theatre.*

Using typical square footage metrics for various types of events (i.e. banquets, receptions, meetings with classroom/boardroom seating and meetings with the theatre seating) total capacity rates for Banquets, Receptions, and Meetings are as follows:

| <b>Capacity</b>           |                                 |                |                  |                          |  |
|---------------------------|---------------------------------|----------------|------------------|--------------------------|--|
| <b>Event Space</b>        | <b>Estimated Square Footage</b> | <b>Banquet</b> | <b>Reception</b> | <b>Meeting (Theatre)</b> | <b>Meeting (Classroom / Boardroom)</b> |
| <i>Multipurpose Room</i>  | <i>3,046</i>                    | <i>200</i>     | <i>305</i>       | <i>305</i>               | <i>152</i>                             |
| <i>Boardroom</i>          | <i>904</i>                      | <i>30</i>      | <i>n/a</i>       | <i>n/a</i>               | <i>30</i>                              |
| <i>Meeting Room</i>       | <i>323</i>                      | <i>10</i>      | <i>n/a</i>       | <i>n/a</i>               | <i>10</i>                              |
| <i>Roof Top Terrace *</i> | <i>1,500</i>                    | <i>80</i>      | <i>80</i>        | <i>n/a</i>               | <i>n/a</i>                             |
| <i>Lecture Theatre</i>    | <i>1,830</i>                    | <i>n/a</i>     | <i>n/a</i>       | <i>150</i>               | <i>n/a</i>                             |
| <i>Atrium</i>             | <i>4,090</i>                    | <i>270</i>     | <i>409</i>       | <i>n/a</i>               | <i>n/a</i>                             |

<sup>13</sup>

*\* This area is exposed to the elements (i.e. is not available for year round events). Also, another event space with similar capacity would be required for back up in the case of inclement weather. Due to load restrictions, the capacity of this space is 80 persons.*

*Note: The Boardroom and Meeting Room each have one large board table. These rooms will be ideally suited for board style meetings. Banquets, such as working lunches, may also be served in these rooms.*

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<sup>12</sup> fsSTRATEGY - Mendel Art Gallery Food and Beverage Opportunity Assessment and Management Strategy, December 2011

<sup>13</sup> Ibid

Each event type was categorized by size based on the number of attendees, including the Meeting Room and Boardroom which have permanent board tables. The availability of rental spaces will be subject to the programming of these spaces for the Gallery’s own use, and lower and higher space availability information was provided to the consultants by the Gallery.

| Average Number of Attendees / Event |              |            |                  |                   |                  |
|-------------------------------------|--------------|------------|------------------|-------------------|------------------|
|                                     | Meeting Room | Board Room | Small Size Event | Medium Size Event | Large Size Event |
| Reception                           | n/a          | n/a        | 50               | 100               | 150              |
| Banquet                             | 7            | 20         | 50               | 100               | 200              |
| Meeting                             | 7            | 20         | 40               | 60                | 80               |

The consultants prepared demand projections using the Lower and Higher Space Availability information provided by the Gallery for each of the rental spaces at The Remai Gallery. The report notes the projections represent a stabilized event load typically achievable during the 2<sup>nd</sup> or 3<sup>rd</sup> year of operation, and the projections depend on how early and how competently the spaces are marketed as well how early bookings are accepted.

| Annual Demand Projections Summary |                    |                  |                  |                  |                |                  |
|-----------------------------------|--------------------|------------------|------------------|------------------|----------------|------------------|
|                                   | Reception Bookings | Banquet Bookings | Meeting Bookings | Theatre Bookings | Total Bookings | Utilization Rate |
| Lower Space Availability          | 27                 | 89               | 275              | 110              | 501            | 34.3%            |
| Higher Space Availability         | 35                 | 115              | 330              | 125              | 605            | 41.4%            |

The Lower Space Availability scenario projects 501 event bookings in total for a utilization rate of 34.3%. The Higher Space Availability scenario projects 605 event bookings in total for a utilization rate of 41.4%. The consultants note that *“utilization levels of this magnitude are significant for a cultural venue such as the Gallery and reflect the event spaces that are primarily focused on generating income from events rentals (i.e. Multipurpose Room, Boardroom and Meeting Room) as opposed to event spaces primarily focused on programming, which is the case in most galleries and museums. Several venues, such as the Art Gallery of Ontario and Art Gallery of Hamilton, have dedicated event spaces and, as a result, generate relatively significant event revenues.”*<sup>14</sup>

<sup>14</sup> fsSTRATEGY - Mendel Art Gallery Food and Beverage Opportunity Assessment and Management Strategy, December 2011

Using the average attendance capacity for each rental space, and the number and types of events in each space, the chart below illustrates the consultants’ estimate for annual catering visitation at the Gallery to be 26,379 at the Low end of the scale and 32,918 at the High end of the scale.

| Annual Visitation Projection |              |              |              |               |               |
|------------------------------|--------------|--------------|--------------|---------------|---------------|
|                              | Reception    | Banquet      | Meeting      | Theatre       | Total         |
| Lower Space Availability     | 27           | 89           | 275          | 110           | 501           |
| <i>Estimated Attendance</i>  | <i>2,750</i> | <i>5,434</i> | <i>7,470</i> | <i>10,725</i> | <i>26,379</i> |
|                              |              |              |              |               |               |
| Higher Space Availability    | 35           | 115          | 330          | 125           | 605           |
| <i>Estimated Attendance</i>  | <i>3,500</i> | <i>7,455</i> | <i>9,775</i> | <i>12,188</i> | <i>32,918</i> |

Facility rentals revenues at The Remai Gallery may be generated from straight room rentals, and rentals that include a food and beverage component. In hotels and other venues where an event has a significant food and beverage component, room rental is often waived. However, in most galleries rent is charged regardless of food and beverage revenues and the consultants recommend The Remai Gallery adopt this strategy.

The following rents, consistent with other venues in the City, are proposed by the consultants:

- Multipurpose Room      \$ 1,000
- Boardroom              \$ 200
- Meeting Room          \$ 150
- Roof Top Terrace \*    \$ 1,000
- Lecture Theatre        \$ 200

\* includes Multipurpose Room in the event of inclement weather

The consultants note that the majority of the Gallery’s rental revenues will come from food and beverage sales and base the per person spend for various types of events on competitive catering venues researched during this study:

- Receptions                      \$20.00 per person
- Banquets                         \$40.00 per person
- Meetings                         \$15.00 per person
- Lecture Theatre bookings    \$ 5.00 per person

When visitation projections, room rental rates and per-person spend rates on food and beverage for various rooms and various types of events are applied, the consultants estimate total catering revenue

between \$666,585 and \$870,513 as seen below. The Base Case Scenario represents the mid-point between the Low and High Availability Scenarios.

|   | Receptions | Banquets   | Meetings   | Theatre Bookings | Total      |
|---|------------|------------|------------|------------------|------------|
| <b>Lower Space Availability Scenario</b>  |            |            |            |                  |            |
| Patrons                                   | 2,750      | 5,434      | 7,470      | 10,725           | 26,379     |
| Average Revenue Per Patron                | \$ 20.00   | \$ 40.00   | \$ 15.00   | \$ 5.00          | \$ 16.61   |
| Food & Beverage Revenue                   | \$ 55,000  | \$ 217,360 | \$ 112,050 | \$ 53,625        | \$ 438,035 |
| Room Rentals Revenue                      | \$ 27,000  | \$ 60,050  | \$ 114,000 | \$ 27,500        | \$ 228,550 |
| Total Catering Revenue                    | \$ 82,000  | \$ 277,410 | \$ 226,050 | \$ 81,125        | \$ 666,585 |
| <b>Base Case Scenario</b>                 |            |            |            |                  |            |
| Patrons                                   | 3,125      | 6,445      | 8,623      | 11,456           | 29,648     |
| Average Revenue Per Patron                | \$ 20.00   | \$ 40.00   | \$ 15.00   | \$ 5.00          | \$ 17.10   |
| Food & Beverage Revenue                   | \$ 62,500  | \$ 257,780 | \$ 129,338 | \$ 57,281        | \$ 506,899 |
| Room Rentals Revenue                      | \$ 31,000  | \$ 69,900  | \$ 131,375 | \$ 29,375        | \$ 261,650 |
| Total Catering Revenue                    | \$ 93,500  | \$ 327,680 | \$ 260,713 | \$ 86,656        | \$ 768,549 |
| <b>Higher Space Availability Scenario</b> |            |            |            |                  |            |
| Patrons                                   | 3,500      | 7,455      | 9,775      | 12,188           | 32,918     |
| Average Revenue Per Patron                | \$ 20.00   | \$ 40.00   | \$ 15.00   | \$ 5.00          | \$ 17.49   |
| Food & Beverage Revenue                   | \$ 70,000  | \$ 298,200 | \$ 146,625 | \$ 60,938        | \$ 575,763 |
| Room Rentals Revenue                      | \$ 35,000  | \$ 79,750  | \$ 148,750 | \$ 31,250        | \$ 294,750 |
| Total Catering Revenue                    | \$ 105,000 | \$ 377,950 | \$ 293,375 | \$ 92,188        | \$ 870,513 |

### Business Models - Food & Beverage Services/Facility Rentals

Three potential business models for the operation of the food and beverage and facility rentals were analyzed:

- Option 1: Self-Operation by The Remai Gallery
- Option 2a: One Exclusive Operator for the Bistro Café and all catering
- Option 2b: One Operator for the Bistro Café (also the resident caterer) and additional Preferred Caterers

Key drivers for food and beverage operations takes into consideration the scale of catering demand, the scale and probable seasonality of demand for the Bistro Café (i.e. busiest in the summer; low to moderate business in the winter); the space and production capability of the Bistro Café; and the interest and preference expressed by operators interviewed during the study.

Benefits and Risks for each option are outlined on the next page and show that Option 1 is most risky, and Option 2b is the least desirable from a business perspective.

| <b>Food &amp; Beverage Business Models</b>   |  |   |
|--|--|---|
| <b>Risk/Benefit Analysis</b>   |  |   |
|  | <b>Benefits</b>  | <b>Risks</b>  |
| <b>Option 1<br/>Self - Operation</b>   | Control over outcomes; ability to respond to internal needs without consultation.  | Scale of the business is too low to provide an attractive return on investment; limited pool of servers; responsibility for day-to-day operations; Gallery assumes all financial risk and all capital investment; increase in FTEs (5) and negotiation with City for new positions not currently present in the City HR system; no support resources; limited growth opportunity for the Food and Beverage Manager. |
| <b>Option 2a -<br/>Single, Exclusive<br/>Operator</b>  | No responsibility for food & beverage operations; limited financial risk; commission income; control through a contract with performance standards; operator has support resources; profit motivation for the operator; operator has greater purchasing power due to this and other businesses; no increase in the Gallery' FTE; operator assumes HR risks; operator could also take on rentals creating a more attractive business opportunity. | Gallery's control is more limited as the operator has to make a profit; Gallery has to provide some capital investment; limited interest from operators to make a capital investment; only one choice of caterer (some users may want their own); Gallery must source new operator if service is poor.  |
| <b>Option 2b -<br/>Single, Exclusive<br/>Operator for<br/>CaféCa &amp;<br/>Multiple<br/>Caterers</b> | Same as Option 2a plus:<br><br>Users have access to multiple caterers.   | Same as Option 2a plus:<br><br>At least 3 FTEs required for management, sales, event delivery; catering is split between several caterers reducing desirability; multiple caterers compromises the resident caterer in using the kitchen to support the Café.   |

In terms of the types of operators that might be engaged, the consultants found local hotels expressed guarded interest and all would prepare food offsite; two are only interested if they manage bookings. No other venues expressed an interest. Only one caterer would consider managing the Bistro Café only. The others say their interest is conditional on having both the Café and catering business. Two caterers would require exclusive rights to manage the facility room rentals and all food and beverage services (i.e. Café and catering) as one package although they would not be opposed to being on a Preferred



Caterers list. One caterer indicated they would like to operate the Café and be a preferred caterer but could not be the exclusive caterer due to limited capacity.

**Facility Rental Business Models**

Two business models were explored for facility rental operations:

1. Internal Management of marketing, sales and control of facility rentals, the Bistro Café and catering;
2. Contracting out management, marketing, sales and control of facility rentals, the Bistro Café and catering to a caterer or third party.

Key drivers in considering these options included: the scale of facility rental demand; the Gallery’s needs and community use needs as provided by the Gallery; the need to optimize revenue; interest and preferences by operators interviewed during the study.

| <b>Facility Management Models<br/>Benefits / Risk Analysis</b> |   |  |
|--|---|--|
|  | <b>Benefits</b>   | <b>Risk</b>  |
| Internal Management  | Complete control over rentals; Gallery receives all gross revenues from rentals; ensures appropriate control of brand and customer service. | High calibre of service would require a Special Events Manager/Salesperson/ Supervisor for the Bistro Café; Gallery responsible for potential losses; sales would require a proactive effort; would likely only work with Option 2b. |
| Third-Party Management   | No responsibility for day-to-day operations; no FTEs; Gallery receives commission.  | Limited control (blackout dates required 18 months in advance); Gallery must source new operator if marketing and sales performance is poor; limited or no control of the brand and customer service.                                |

In terms of the types of operators that might be engaged, the consultants found two hotels would be interested in managing facility rentals as a condition of managing food and beverage services; one other venue would be interested; and most of the local and national caterers would be interested in a facility management contract.

### Financial Analysis- Food & Beverage Services/Facility Rentals

Three statements of projected operations were prepared for the foodservice and facility rentals operations - Low Scenario, Base Scenario and High Scenario. Assumptions specific to each business model included:

- Revenue Projections
- Cost of Sales
- Labour expenses
- Other Expenses (repairs and maintenance; advertising; utilities; depreciation and other expenses such as sub-contract fees, office supplies, insurance, taxes, licences, warehousing, etc.)

A summary of projected operations is outlined below. In Option 1 (Self-Operation) the bottom line is expressed as 'Pre-Tax Profit'. In Option 2a (Exclusive Operator) the bottom line is expressed as 'Gallery Cash Flow' and this option explores two scenarios for management - one with the Gallery handling the bookings; the other with the exclusive operator managing the bookings. In Option 2b, the bottom line is also expressed as 'Gallery Cash Flow' and this option assumes the Gallery is managing the facility event bookings.

| Summary of Operations Projections   |              |               |               |
|---|--------------|---------------|---------------|
|   | Low Scenario | Base Scenario | High Scenario |
| TOTAL REVENUE   | \$ 1,062,371 | \$ 1,296,264  | \$ 1,530,156  |
| Option 1 - Self Operation<br>Gallery Pre-Tax Profit   | \$ 44,037    | \$ 116,103    | \$ 188,168    |
| Option 2a -Exclusive Operator<br>(Gallery responsible for Bookings)<br>Total Gallery Cash Flow  | \$ 215,388   | \$ 262,678    | \$ 309,967    |
| Option 2a<br>(Exclusive Operator responsible for Bookings)<br>Total Gallery Cash Flow           | \$ 172,207   | \$ 207,025    | \$ 241,843    |
| Option 2b - Multiple Operators<br>(Gallery responsible for Bookings)<br>Total Gallery Cash Flow | \$ 131,719   | \$ 180,386    | \$ 229,052    |

In the original fsSTRATEGY report prepared for the City in April 2010 the order-of-magnitude capital costs for food and beverage services were estimated at \$760,000. In the December 2011 report to inform this business plan, the cost was increased to \$770,000 to allow for the purchase of event booking software. Return on Investment (ROI) calculations follow on the next page.

Option 1 reflects the Gallery's ROI because it would be responsible for all capital costs.

Option 2a assumes the exclusive operator may be willing to contribute to the capital cost to construct the kitchen which is currently not included in the City's capital budget for the facility. fsSTRATEGY

estimates the maximum capital contribution the exclusive operator would be willing to make assuming a ten-year contract, and the contribution levels are determined for the Low, Base and High revenue projection scenarios. The calculations for this option also look at the ROI if no capital contribution is made by the exclusive operator in both booking responsibility scenarios. In the case of the maximum capital contribution by the exclusive operator when they are also responsible for bookings, the maximum capital contribution exceeds the capital requirements and the Gallery would not be required to invest funds into the capital costs of the kitchen.

Option 2b assumes the Bistro Café operator may be willing to contribute to the capital cost with a ten year contract. The ROI calculation also looks at the outcome should this operator not contribute.

| <b>Summary of Return On Investment</b>   |                     |                      |                      |
|--|---------------------|----------------------|----------------------|
|  | <b>Low Scenario</b> | <b>Base Scenario</b> | <b>High Scenario</b> |
| Order-of-Magnitude Capital Cost  | \$ 770,000          | \$ 770,000           | \$ 770,000           |
| Option 1 - Self Operation<br>Return on Investment  | 5.7%                | 15.1%                | 24.4%                |
| Option 2a -Exclusive Operator<br>(Gallery responsible for Bookings)<br>No Exclusive Operator ROI Contribution<br>Return on Investment      | 28.0%               | 34.1%                | 40.3%                |
| Option 2a -Exclusive Operator<br>(Gallery responsible for Bookings)<br>Maximum Exclusive Operator ROI Contribution<br>Return on Investment | 33.6%               | 71.1%                | 322.6%               |
| Option 2a<br>(Exclusive Operator responsible for Bookings)<br>No Exclusive Operator ROI Contribution<br>Return on Investment               | 22.7%               | 27.2%                | 31.8%                |
| Option 2a<br>(Exclusive Operator responsible for Bookings)<br>Maximum Exclusive Operator ROI Contribution<br>Return on Investment          | 39.8%               | 245.6%               | n/a                  |
| Option 2b - Multiple Operators<br>(Gallery responsible for Bookings)<br>No Café Operator ROI Contribution<br>Return on Investment          | 17.1%               | 23.4%                | 29.7%                |
| Option 2b - Multiple Operators<br>(Gallery responsible for Bookings)<br>Maximum Café Operator ROI Contribution<br>Return on Investment     | 15.4%               | 24.4%                | 32.6%                |

The greatest cash flow to the Gallery occurs in Option 2a - one exclusive operator for all food and beverage with the Gallery responsible for marketing, selling, and booking the facility as well as event

coordination. The greatest ROI is also generated in Option 2a but in this scenario the exclusive operator is responsible for selling and booking the venue.

Based on the financial analysis, fsSTRATEGY recommends The Remai Gallery pursue Option 2a - one operator for all food service. Although cash flow is lower when the Gallery allows this operator to market and book the facility (as opposed to the Gallery doing so), the consultants recommend the exclusive operator be responsible for marketing and bookings for the following reasons:

- The Gallery's ROI is greater in this option compared to the others.
- Marketing and selling the venue will require a proactive approach (simply answering the phone and taking orders will not generate the potential revenues outlined in the report). The exclusive operator will be motivated to sell the Gallery as an event venue as this will maximize their revenues.
- This option results in a potential Gallery staffing impact of 0.25 FTEs as opposed to as many as 5 (required for Option 1 - Self Operation).
- The Gallery would be able to control facility rentals by releasing space to the exclusive operator once its own bookings were made and would be able to establish booking policy.

The consultants further recommend the contractual arrangement with the exclusive operator include specifications with respect to the type of events booked, the Gallery's expectations for quality food and service, and a performance clause, and they note that should the contract be terminated a reimbursement of a portion of the operator's capital contribution (if any) would likely be required.

fsSTRATEGY recommends the operator be selected through an RFP process under the two different booking scenarios (i.e. Gallery or operator being responsible for marketing and bookings). Under each scenario, proponents should be asked to make a submission with no capital contribution, and one with a contribution including what amount of capital they would be prepared to offer and under what conditions. The RFP must also contain the key assumption that the operator will not undercut market level pricing and gratuities. If a capital contribution is not required, the RFP process should begin nine months in advance of the Gallery opening. If a contribution is desired, the RFP process should begin as soon as possible to allow the successful operator to participate in elements of the design process.

The Gallery management and Board appreciate the extensive work done by fsSTRATEGY and their recommendation with respect to the business model for food and beverage service, and the Gallery agrees with the recommendation for an exclusive operator. However, control of the Remai brand is critical to achieving the programming and financial goals. In part, this requires The Remai Gallery to manage the number and types of activities that are staged at the Gallery as well as manage how the facility is marketed. The Gallery is aware of the experiences of other galleries who have given up control in marketing and booking their facility, allowing a third party to manage this aspect of its food and beverage business, and it has had a severe and negative impact to these institutions. Typically, a disconnect emerges between the Gallery and its food and beverage services, and at times the Gallery itself cannot book space in its own facility or there are events that take place that potentially reflect

negatively on the Gallery (and by extension - the City). The primary reason is the operator is motivated by profit and this focus eventually overshadows the needs of the Gallery. For these reasons The Remail Gallery Board makes the following recommendations:

**Recommendation #4**

**The Remail Gallery issue a Request for Proposal (RFP) for an exclusive operator for all food and beverage services at the new facility with the Gallery retaining responsibility for marketing and bookings.**

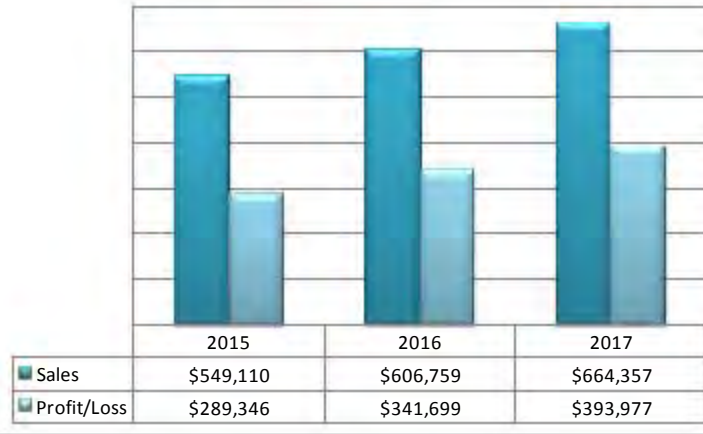
**Recommendation #5**

**The Remail Gallery Board recommends hiring - a full-time Facility Rental Sales Coordinator (1.0 FTE). This position will be responsible for actively marketing and selling The Remail Gallery's rental spaces, and for working with the exclusive operator for food and beverage services to maximize revenues for the Gallery.**

In developing the budget for Food & Beverage Services and Facility Rentals the following assumptions have been made, and projected revenue and net income are shown below:

- 1.0 FTE - a full-time Facility Rentals Sales Coordinator - will be hired, and their salary and benefits will be included in the Facility Rentals and Food & Beverage budget.
- It is anticipated that the rental spaces will be utilized between 34.3% and 41.4% of the time.
- Total food and beverage and facility rentals revenues for 2015 will be equivalent to the Low financial analysis scenario (\$1,062,371), 2016 will be equivalent to the Base scenario (\$1,296,264), and 2017 will be equivalent to the High scenario (\$1,530,156).
- Café Rent will be 10% of total Bistro Café revenues; Catering commission will be 10% of all catering revenues; and the Gallery will take all of the Facility Rentals income.
- The exclusive operator will reimburse the Gallery for utilities at a rate of approximately 1.7% of total revenues. The operator will not contribute to the capital cost of the kitchen.
- The River Landing Office will pay the Gallery \$220,000 for occupancy costs.
- Dedicated advertising will be undertaken to promote the Gallery's food and beverage and facility rentals services.
- Payments of \$172,261 annually over five years will be used to pay for the capital cost of the kitchen and payments will be made from revenues.

### Food & Beverage / Facility Rentals



## APPENDIX 5 - Fundraising

As plans move forward with the Remai Art Gallery of Saskatchewan, financial resources beyond those required for the Mendel Art Gallery will be needed. Seeking external financial resources will require processes and programs that invite stakeholder engagement and contributions. Various forms of engagement will contribute to: increased donations, increased sponsorships, increased memberships and increased attendance.

To inform the development of the business plan for the Remai Art Gallery of Saskatchewan, DCG Philanthropic Services (DCG) was contracted to provide an Annual Fundraising Strategy. DCG interviewed five public galleries across the country as well as: the University of Saskatchewan, St. Paul's Hospital Foundation, St. Thomas More College, Saskatoon Friendship Inn, Station 20 West, Royal University Hospital Foundation and the Association of Fundraising Professionals.

The report provides a holistic and integrated approach to fund development and notes *"the most important factor is the overall number of people connected to the organization. By engaging more people in the life of the Gallery, the Remai will be better positioned to solicit their financial support. ...Donors give when they see a tangible benefit to giving."*<sup>15</sup>

The report recommends increasing the frequency of contact with individuals already in the Gallery's database through mailings and technology, quarterly appeals and utilizing volunteers to assist in expanding the database. The introduction of an online registry to learn about events at the Gallery and special sales in the Gallery Shop as well as participating in gallery surveys is also recommended.

DCG cautions there is never a "one size fits all" solution to fund development and each group and demographic needs to be approached in a way that is meaningful to them. Invitations to become involved must be directly tied to the potential donor or sponsor's interest. Individuals become involved when they relate to the organization in some way. Publicly-traded companies are more likely to associate their support with organizations that support their short and long-term community objectives. For privately held companies there is less of a need to completely align with their corporate messaging but if this alignment exists, it provides an important tool to leverage financial support. The same holds true for attracting volunteers. Finding a task that matches their interests and engaging their support in a meaningful way can move a volunteer to a member and eventually to a donor.

Membership development is a way to increase the donor base and The Remai Gallery provides an excellent opportunity for the Gallery to expand its membership. The new facility will be exciting and its proximity to downtown and the river trails, and the special events and festivals at River Landing will give the gallery exposure to new audiences. New members can be enticed by encouraging people to take

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<sup>15</sup> DCG Philanthropic Services - Remai Art Gallery of Saskatchewan Annual Fundraising Strategy, December 2011

advantage of existing benefits such as discounts in the Gallery Shop, invitations to exhibitions and *Folio* (quarterly publication) as well as new benefits like free admission to special exhibitions, discounts on facility rentals, and invitations to special member-only events. The report notes that the Art Gallery of Alberta saw their membership increase from 1,400 to over 5,000 with the opening of their new facility.

Solicitations for donations should be made regularly and followed up with a telephone call from a volunteer or Board members. *This increases the response rate to 20-25% versus direct mail with no follow-up call which generally nets a 1-5% response. While not all people may be in a position to donate to the Gallery, they may be in a position to volunteer. Regular and gentle reminders of the need for financial support are helpful in future solicitations.*<sup>16</sup>

Stewardship - regular contact and personal contact - are key to maintaining donors and moving them up the donor ladder to major gifts and eventually planned giving. The Remail Gallery Capital Campaign provides an opportunity to put into place a formalized stewardship plan to keep the Gallery top of mind. Stewardship is time intensive work and appropriate human resources will be needed to properly steward the top 50 or so Capital Campaign donors and attract new donors. Major gift fundraising is most successful when it involves a team of paid staff and many volunteers who assist in stewardship and prospect research.

*Recent research has shown that between 8% and 10% of Canadians have included a charity in their will, and 28% to 30% would do so if they were asked. The average planned gift in Canada is \$20,000 with most people making two gifts of \$20,000 each.*<sup>17</sup> Planned Giving requires time to steward the prospective donor and usually takes 5 to 8 years before a gift is formalized.

Sponsorship is different from a donation as it focuses more on public exposure for the funder in return for their contribution. In order to increase the ongoing sponsorship capacity, as well as increase existing sponsorship levels, considerable planning has been done to incorporate program sponsorship as part of any major gift to the Capital Campaign. It will be important to adhere to the multi-year sponsorship structure being promoted during the capital fundraising effort as it will allow recognition beyond the capital requirements.

DCG cautions: *Research has shown that it is very common for an organization's annual external funding to increase when the campaign is completed, despite the fact many donors may still be fulfilling their campaign pledge. Exhausted from the efforts of implementing and managing a capital campaign, many organizations tend to remove themselves from increased campaigning following a major campaign.*

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<sup>16</sup> DCG Philanthropic Services - Remail Art Gallery of Saskatchewan Annual Fundraising Strategy, December 2011

<sup>17</sup> *Ibid*



*When this happens, donors and sponsors tend to drop off and considerable opportunities are lost to engage and strengthen this relationship further.<sup>18</sup>*

The report recommends the creation of a Major Gifts Officer position dedicated solely to membership, donor, sponsorship, major gifts and planning giving development and notes that following the building of the new Art Gallery of Alberta the fundraising FTE staff compliment grew by two people and annual revenue from memberships, donations and sponsorships grew from approximately \$900,000 to approximately \$1.6M. In the first year the Major Gifts Officer should recover the expenses of their office entirely with a small net gain, and for subsequent years, the performance should increase to a level that is acceptable to the Board and which attains financial targets.

Board and volunteers will play an important role in assisting the Major Gifts Officer, and a committee from the existing Board should be developed with the sole function of assisting the Major Gifts Officer. Committee or Board members serving in this capacity must be seen to be leaders within both the community and the stakeholder group they represent. To be effective, they need to be actively engaged in the solicitation process and support the fundraising or sponsorship efforts personally.

DCG recommends regular membership campaigns designed and marketed to each relative age group and demographic leading up to and after the move to The Remail Gallery. A recommendation is also made to move the annual campaign from a once per year ask to a bi-annual ask with telephone follow-up and with a focus directly on various exhibits and or programs. *The bi-annual ask provides an opportunity for prospective donors and sponsors to fund something that is of particular interest, and research has shown the more opportunities that donors or sponsors have to direct their support the more elevated their support will be.<sup>19</sup>*

DCG recommends the Gallery prepare Planned Giving materials and make them available to their donors through a soft marketing campaign, such as basic informational materials made available through Gallery mail outs or information placed on the website for a period of 1-2 years. Following the introduction phase an assessment is recommended of the current donor base to determine if The Remail Gallery is ready for a direct solicitation Planned Giving campaign.

A formalized stewardship plan should be developed to support the ongoing needs of sponsors and donors and be developed specifically for all contribution levels. For entry-level donors it is a thank you note, follow-up letter or email, or phone call to let the donor know how much their gift was appreciated, and how and when it was used. Major gift donors should be thanked in a more personalized manner. The Major Gift Officer or Board/committee members should have personalized contact with these donors at least 4 times a year, and at least once through a personal visit. These levels of stewardship are needed to maintain a donor or sponsor.

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<sup>18</sup> *Ibid*

<sup>19</sup> *Ibid*

In terms of special events, depending on the type of event DCG recommends that a volunteer committee be formed to work alongside the Fundraising Oversight Committee and Gallery fundraising staff to plan and implement the Gallery's events. Events are generally time intensive and costly if the Gallery needs to use its own staff but events are great "friend raisers" and this level of engagement can also lead a volunteer to become a potential donor.

DCG provided a projected budget outlining expected revenues providing a professional Major Gifts Officer is put into place and assuming recommendations in the report are adopted.

Currently, the Mendel Art Gallery has a Manager, Resource Development in place; however, this position is also responsible for Marketing and Communications. Given the need for significantly increased marketing of The Remail Gallery in order to attract residents and visitors to enhanced programs and in order for the Manager, Resource Development to focus solely on income development to meet financial targets, the following recommendation is made.

**Recommendation #6**

**The Remail Gallery Board recommends that the current responsibilities for resource development and marketing and communications be separated. It is also recommended that a full-time Manager, Marketing and Communications be hired in 2015 (1.0 FTE) to enable the Manager, Resource Development to focus solely on increasing revenues from membership, donations and sponsorships.**

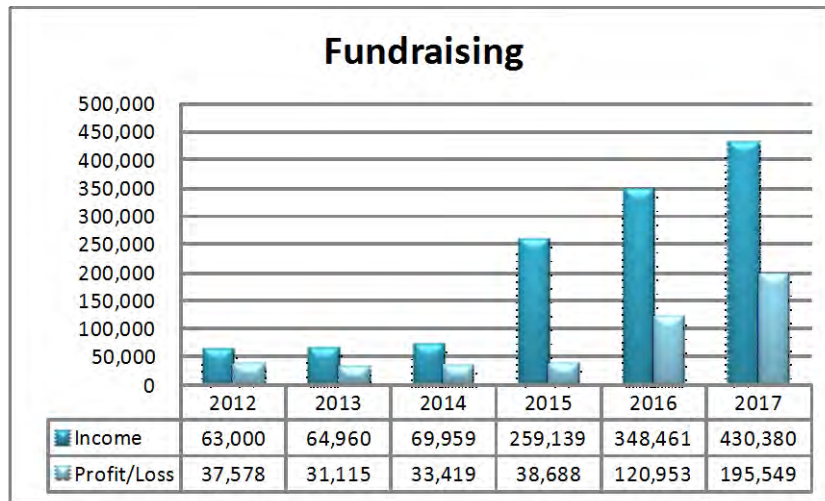
In developing the Fundraising budget the following assumptions were made, and projected revenues and profit/loss follows on the next page.

- 1.0 new FTE - a Manager, Marketing and Communications - will be hired in 2015 to enable the Manager, Resource Development to focus solely on income development.
- The salary and benefits of the Manager, Resource Development will be included in the Fundraising budget.
- Donations will be \$55,000 in 2015 increasing to slightly over \$60,000 by 2017.
- The Gallery has taken a conservative approach to increasing major gifts and assumes the Manager, Resource Development will raise \$100,000 in major gifts in 2015 and by 2017 major gifts will account for \$200,000.
- A phased-in Planned Giving approach will be created in 2015 but no formalized gifts will be received within the first three years of operation at The Remail Gallery.
- Membership income will continue to rise from now until the move due to promotions by Gallery Shop staff, and by 2015 will generate approximately \$35,000 rising to just over \$55,000 by 2017.

(This projection is supported by both the TCI Management Consultants Admission Fees report and by DCG Philanthropic Services Annual Fundraising Strategy report).

- Corporate membership fees will increase to \$1,000 per year and two new corporate members will be found each year from 2014 onward due to increased benefits at the Gallery (e.g. reduced room rental rates, corporate gift program, special corporate events).
- Sponsorships, over and above those already generated by the Gallery, will be \$40,000 in 2015 and increase to \$80,000 by 2017.
- Special event income will continue to increase modestly each year and by 2017 will generate net income of approximately \$14,000.

Detailed financial available in Appendix 1



## APPENDIX 6 - Gallery Shop

The Mendel's Gallery Shop has been primarily viewed as a benefit to the membership and service to the community. In 2010, an experienced gift shop supervisor was hired. A combination of sales techniques and creative marketing initiatives has had a positive impact on sales resulting in 2011 sales of more than \$300,000. Also, in 2010 the *Mendel Gallery Shop Purchasing and Promotional Strategy* was undertaken and a plan was developed to assure that customer service expectations were achieved in tandem with financial viability.

The Remai Gallery Shop, while continuing to provide a service to members and the community, will shift its purpose to that of an amenity that focuses on contributing to the Gallery's self-generated income. The Gallery Shop at The Remai Gallery will be approximately 1,400 sq. ft. and will contain adjacent office and storage areas of approximately 325 sq. ft. The shop will have south facing windows (with tempered glass) that will enable product to be visible from the Bistro Café patio and the river trails. The shop will be repurposed and re-imagined and will feature highly unique, sought after products.

The November 2011 Fast Consulting Market Assessment report indicates quality-made craft products (50%), reproductions of artwork (49%), and art-related products aimed at children (46%) as Saskatoon residents' top three desired products for the shop. Handcrafted jewellery follows closely (45%) along with art-related books (43%), and general giftware (e.g. puzzles, etc. - 40%). Designer giftware (e.g. Georg Jensen, - products designed by artisans and made in Europe) was introduced into the shop in the last 18 months and sales have been brisk.

These product demands closely follow the analysis in the April 2010 *Mendel Gallery Shop Purchasing and Promotion Strategy*. In that report, recommendations were made with respect to product mix and while ratios between product categories have shifted slightly, sales and research is proving that there is a high demand for the high quality, unique products described above.

A focus will be made to find products that are exclusive to The Remai Gallery Shop. A Corporate Gifts Program will be introduced, and there are plans to launch an Online Store once established at River Landing (e.g. 2017). Regular consumer market research will be introduced by 2014 (for the Gallery Shop as well as other Gallery activities) to inform decision making.

Attendance is expected to spike in 2015 due to curiosity and intrigue about the new Gallery (validated by the TCI Management Consultants Admission Study report) and sales are projected to increase. Other factors that are anticipated to increase sales at The Remai Gallery Shop are the expectation that the shop will be recognized as a destination for unique quality product, the traffic that results from the increased exposure proximity to the river trails and introduction of an online sales presence.

Currently, the profit/loss analysis of the Gallery Shop does not take into consideration the salary and benefits for shop staff. If salaries are considered in 2012-2014 the Gallery Shop projection is a net loss but in the new location is expected to turn around a positive net income. In 2015, the Gallery intends to move the costs of shop staff to the Gallery Shop budget. In addition, it is necessary to reallocate one

part-time position to a full-time Assistant Shop Supervisor to assist with administration and sales coaching for staff.

**Recommendation #7**

**The Rемаi Gallery Board recommends reallocation of an existing part-time Gallery Shop staff position to a full-time Assistant Shop Supervisor which is required for administrative assistance and coaching staff in sales techniques. This will require a 0.34 FTE and salary adjustment.**

In developing the budget for the Gallery Shop the following assumptions were made:

- One current part-time position will be reallocated to a full-time Assistant Shop Supervisor to assist with administration and training.
- Staff salaries and benefits will be included in the Gallery Shop budget
- Gallery Shop sales will continue to increase slightly between now and 2015 (i.e. 7% annually).
- Sales will increase by 35% in 2015 and stay flat in 2016 due to some loss of attendance. In 2017 sales will increase by 5% due, in part, to the introduction of an online store.
- Cost of Goods will remain, on average, at 55%, and Credit card charges will remain at 1.9% of total sales.
- Advertising will increase each year to promote the shop, specials and general sales.

Projections made in the Business Plan are validated by the Fast Consulting Market Assessment which found:<sup>20</sup>

- *Roughly four out of every ten Saskatoon residents (42%) say they would purchase items from a gift shop located at the Rемаi Art Gallery of Saskatchewan. These residents would like to see a variety of items in the Gallery gift shop, including high quality craft products, art reproductions, art-related products aimed at children, handcrafted jewellery, art-related books, giftware (e.g. puzzles) and designer giftware and stationery.*
- *Among those who would visit a gift shop at the Rемаi Art Gallery, the largest percentage say they would visit once or twice a year (46%) or three to five times a year (35%). The summer and winter/Christmas seasons would be the most popular times to visit the Gallery gift shop.*

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<sup>20</sup> Fast Consulting - *Public Opinion Survey Report*, November 2011

- *Among those who would visit a gift shop at the Remai Art Gallery, 32% think they would spend between \$50-\$99 on a typical visit to the gift shop, 30% think they would spend between \$25-\$49, and 10% think they would spend \$100 or more.*

Detailed financial available in Appendix 1

## APPENDIX 7 - Capital Requirements

There will be increased program and building requirements in the Remai Art Gallery of Saskatchewan to support public and gallery related needs (i.e. events, meetings, exhibits, video, lectures) and these services will be technology based. Moreover, these services are often tied to the building's systems (e.g. security, lighting, HVAC, etc.) and telecommunications.

In order to assure the Gallery is appropriately outfitted to meet these requirements the Gallery contracted Professional Computer Services (PCS) to conduct a high level needs assessment with respect to: proposing a server and workstation platform and network platform that ensures functionality and integration with IT, building systems and telecommunications; and providing advice and high level cost estimates on the necessary hardware and software required to support the operational and administrative and program functions of the gallery.

In addition to the regular administrative requirements for computers and software, The Remai Gallery will have three 'video display panels' (i.e. computerized display panels) throughout the building, and a computerized monitoring system for building and parkade security. All of these systems must integrate with the administrative office, and existing staff and security personnel are required for their management and day-to-day operation.

PCS is recommending three servers, and replacement of all existing computers at the Mendel by 2015. (The majority of the computers in use today are several years old and would be replaced in any event). In addition, software upgrades will be needed within the next three years.

A new Point of Sale (POS) system is recommended for the Gallery Shop as the current system is not able to provide the detailed reports required for informed decision making in purchasing.<sup>21</sup> The POS system being recommended by PCS will also serve the function of taking admissions during special exhibitions.

Rentals Booking software is required for the Facility Sales Coordinator to ensure tracking of bookings and effective distribution of event needs to various departments. PCS also recommends new software for membership, donation and sponsorship data which will become increasingly important as fundraising initiatives are put into place.

All of the hardware and new software applications will be compatible with and integrate with AccPac, the accounting software currently used by the Gallery. The expected move-in date is early 2015 and it is necessary to ensure training can take place prior to the move to assure a seamless transition to the new Gallery.

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<sup>21</sup> *This recommendation was also made in the report by Terry Schwalm & Associates - Mendel Art Gallery Purchasing & Promotional Strategy, April 2010.*

The cost to outfit the kitchen is not included in the City's capital project budget for the facility and the Gallery has included the cost (\$770,000) in a Food & Beverage Reserve Fund that also includes a replacement schedule for all equipment. Financing to cover this capital expenditure has been built into the Facility Rentals and Food & Beverage budget and payments required for capital financing will be made from self-generated income.

Detailed financial information including reserve sufficiency tables are available in Appendix 1.

**Recommendation #8**

**The Rемаi Gallery Board recommends all hardware and software required at The Rемаi Gallery be in place by mid 2014 to facilitate training and a seamless transition to the new Gallery.**

**Recommendation #9**

**The Rемаi Gallery Board recommends that financing be made available for the capital costs associated with outfitting the kitchen.**



## **APPENDIX 8 - Human Resources**

In 1990 the Gallery had 28.9 FTEs. In 2000 the number of FTEs dropped to 21.4 and today, there are 24.75 FTEs on staff at the Mendel Art Gallery. A total of 17.75 of these positions are members of CUPE 59.

To ensure the successful transition to the new Remai Gallery, 7.49 new FTE's are requested from 2013 to 2015. A phased-in approach will address current capacity requirements for the Mendel as well as provide critically important strategic and operational support for the transition to The Remai Gallery.

### **Description of New FTE positions**

#### **2013 - 2.0 FTE:**

Two new positions are required for 2013 - an Accounting Coordinator and Manager of Community Education and Public Programs. These positions are required to address current administrative, planning, accounting and program capacity related needs to facilitate the transition to the new Gallery. These two positions will also be vitally important in being able to effectively anticipate two key community and City Council expectations – the expanded public program activity and exhibition program, and a soundly conceived and executed business plan that will ensure the financial sustainability of The Remai Gallery in achieving an acceptable balance of self-generated revenue and City funding.

#### **Recommendation #10**

**The Remai Gallery Board recommends that in 2013 an Accounting Coordinator and Manager of Community Education and Public Programs be hired to address current administrative, planning, accounting and program capacity related needs and to facilitate the transition to the new Gallery.**

#### **Accounting Coordinator - 1.0 FTE**

Recognizing that the Mendel's budget and the complexity of its operations has increased over the past four and half decades it is recommended an Accounting Coordinator position be hired in 2013. During 2013 and 2014 the Mendel Gallery will require additional accounting expertise to set up and manage the financial records for two essentially different operations. During this time and during the transition into the new facility adequate capacity to support day-to-day accounting functions is important. In addition, there are increased audit functions required for federal grants and more accountability with the additional requirements of all levels of government and private sector stakeholders.

This new support position will enable the Director, Finance and Operations to provide essential strategic and analytical support to the CEO/Executive Director and Board of Trustees in the implementation of the new business plan for The Remai Gallery.

### **Manager of Community Education & Public Programs - 1.0 FTE**

Public Programs will take on a new dimension at The Remai Gallery with increased activity and enhanced audience development, therefore it is recommended a Manager of Community Education and Public Programs, an out-of-scope position, be hired in 2013. In 2007, this position (previously known as Head, Public Programs) was vacated and was not reposted. The Board recommends this position be re-instated to increase capacity to support the mid-to-long term audience development and public program. Also this position would be responsible for related strategic and operational planning required as part of the phasing in process to support the transition to The Remai Gallery. As a member of the senior management team, the position will provide strategic and day-to-day guidance to the Executive Director & CEO. The Manager will guide the Gallery's core community-oriented commitment of education and accessibility to the people of Saskatoon to the exhibitions, education and outreach programs provided to the community. In addition, this position is central to fostering partnerships with the Boards of Education, community groups and other partners, and attracting new audiences to the Gallery thereby assisting in membership development and building an enhanced profile for the Gallery in the community.

### **2014 - 1.0 FTE:**

#### **Facility Sales Coordinator - 1.0 FTE**

Food and Beverage services will account for a significant amount of new self-generated revenue. In order to manage the food and beverage services, it is recommended a Facility Sales Coordinator be hired in 2014 to solicit bookings in order that 2015 financial targets are realized. This position will be responsible for actively marketing and selling The Remai Gallery rental spaces, and for working with the exclusive operator for food and beverage services to maximize revenues for the Gallery. The position will be responsible for the budget associated with the Food and Beverage services (including the Bistro Café) and facility rentals. The Facility Sales Coordinator will work with the Marketing and Communications department to promote the Gallery's rental spaces and catering. They will conduct tours of the facilities with potential clients and follow-up to secure bookings. Close liaison with the exclusive operator (who is also assumed to be the operator of the Bistro Café) will be necessary to ensure the public's needs on a day-to-day basis are met and that rental clients' needs are fulfilled.

### **2015 - 4.49 FTE:**

#### **Manager, Marketing and Communications - 1.0 FTE**

The synergy of the Capital Campaign for The Remai Gallery and the move to River Landing will create opportunities to increase the level of membership, donations and sponsorship income. Currently, the position accountable for these outcomes - Manager, Resource Development - is also responsible for marketing and communications. Given the increase in marketing and promotions that will be required at The Remai Gallery to achieve the Gallery's financial goals, it is prudent to separate these responsibilities. Therefore, it is recommended that an out-of-scope Manager, Marketing and Communications be hired

in 2015. As a senior member of the management team, this position will work with the CEO/Executive Director to actively promote the Gallery. The position will work closely with the Chief Curator and Manager, Community Education and Public Programs to maximize promotional opportunities related to exhibitions and public programs. They will be responsible for liaison with the media, and oversight of all print and web-based marketing, development of all internal publications, and development of interior messaging on video display panels displayed throughout the building.

Adopting this recommendation enables the Manager, Resource Development to focus solely on providing leadership and direction to stewardship and solicitation of donations, major gifts, sponsorships and memberships. In addition, the Manager will begin the development of an ongoing planned giving program. Over the last number of years the Mendel Art Gallery has been able to solicit approximately \$100,000 annually through donations, memberships and sponsorships. This was done through the existing staff who have many shared operational roles. With increased resources and strategies, these areas of funding would see considerable increases in donations, major gifts and sponsorships.

#### **Reception/Information Clerk - 2.5 FTE**

The Rемаi Gallery will become a gathering place for Saskatoon residents and visitors to the city. The atrium provides the entry point to the facility and public amenities such as washrooms and Gallery offerings like the Bistro Café, Community Studio and Gallery Shop. To assure the utmost in customer service, the reception and information desk must be staffed throughout the Gallery's operating hours (9am to 9pm daily).

#### **Admissions/Reception - 0.65 FTE**

With the introduction of an admission fee for special exhibitions, there is a need for personnel to take admissions during the Gallery's operating hours at the point of entry to the exhibition. Admission fees for special exhibitions will be taken outside of the galleries on the third floor, and will require casual staff during the 8 week period the exhibitions are on display.

#### **Gallery Shop Assistant Supervisor - 0.34 FTE**

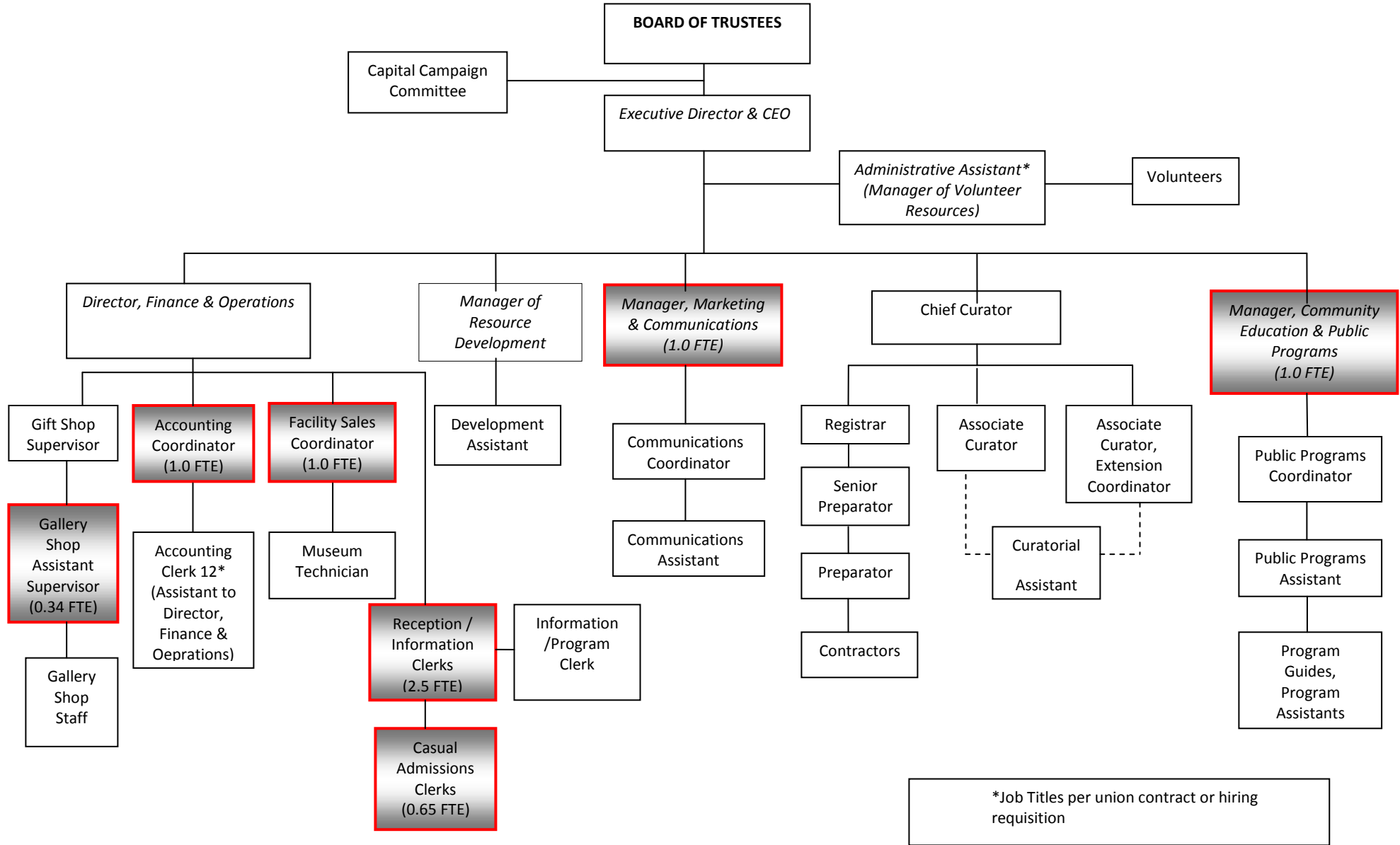
The Gallery Shop's sales are projected to continue to grow over the next five years and spike considerably in 2015. At present, there is one full-time Shop Supervisor, two part-time Shop Clerks and three casual staff who work in the shop. It is recommended that one part-time position be reallocated to a Gallery Shop Assistant Supervisor in 2015. The position will assist the Gallery Shop Supervisor with administrative duties, assist with coaching staff in training techniques and cover administrative duties when the Shop Supervisor is away.

This reallocation will also allow the Gallery Shop Supervisor to implement the recommendations in the April 2010 *Mendel Art Gallery Purchasing and Promotional Strategy*. In that report, a specific but diverse product mix is recommended requiring the Shop Supervisor to continually research new suppliers, and new marketing and promotional methods are suggested. Other recommendations relate to developing a method for collecting information on customer purchases and preferences to build on sales, as well as the creation of a Corporate Gifts Program and development of an online retail store.

**Remai Art Gallery of Saskatchewan Organizational Chart**

On the following page is an organizational chart depicting the new structure at The Remai Gallery. New FTE positions are outlined in red, and staff management positions are italicized.

**Remai Art Gallery of Saskatchewan Organizational Chart**



\*Job Titles per union contract or hiring requisition

# EXECUTIVE SUMMARY

## Overview

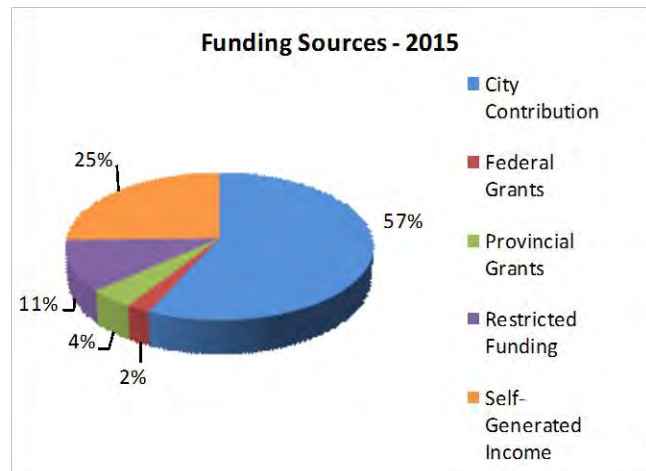
In 2015 the Remai Art Gallery of Saskatchewan (The Remai Gallery or the Gallery) will open at River Landing in Saskatoon’s south downtown. The new Gallery is a key element in that area’s revitalization and will be a vibrant gathering place in an inner-city neighbourhood that is enjoying a long-anticipated renewal. The Remai Gallery is poised to become the premier Western Canadian art gallery, celebrating the region’s contribution to the visual arts world while maintaining an uncompromising commitment to public accessibility.

The four-storey Remai Gallery will be a key destination at River Landing for both residents and visitors. Together with Persephone Theatre and planned residential and commercial development on the adjoining sites, the Gallery will help to animate the riverfront and connect with downtown. There is a remarkable alignment between the City’s vision to create a culturally oriented “destination” at River Landing and the Gallery’s determination to have a more dynamic presence in the City.

This Business Plan discusses in detail the Gallery’s relationship with the City, analyzes the projected costs associated with operating the new Gallery, assesses new sources of revenue available to the new Gallery, and makes a series of recommendations to be implemented by the City in furtherance of the Business Plan.

## Operating Costs

Current and projected funding sources are shown in the following pie charts:



In dollar terms, the City of Saskatoon's contribution to the Mendel's budget in 2012 is \$2,507,028, which is expected to increase to \$3,993,006 in The Remai Gallery's first full year of operation. This \$1,485,978 increase to the City's contribution to The Remai Gallery includes an increase to provide the funding to the City Infrastructure Services Department for building operations, utilities and reserve increases of \$1,261,200. The remaining \$224,778 is for increased security, staffing and inflationary costs over the three year period. The value received by the City and its residents for this anticipated 59% increase is substantial. In the new Gallery the amount of exhibition space will increase by over 300%, the number of annual visitors will increase by 56% (based on average anticipated attendance for the first 3 years) and the City's share of annual operating costs will drop from 66% to 57%. It is also worth noting that 84.9% of this increase is attributable to increased building operating costs.

## **Capital Costs**

This report includes capital replacement and new purchases of capital equipment required for the ongoing and newly enhanced programming and revenue generated activities.

Specifically, the recommendations include the purchase and funding strategy for proposed gallery related installation equipment, computer equipment including server and workstation network platform and software to support the operational, administrative and program functions of the Gallery.

A capital financing strategy for \$770,000 which is required to purchase the kitchen equipment for food and beverage services is also provided. The Business Plan is contingent on the financing plan for the kitchen being in place and the kitchen being functional in advance of opening. Financing of the kitchen has been included in the facility rentals and catering budget with income earned covering the cost of annual financing over a five-year period.

## **Revenue Generating Activities**

### *Food & Beverage and Facility Rentals*

The Remai Gallery will include a number of public spaces available for rental and catered events:

- The Bistro Café on the main floor
- The Riverview Room on the 2<sup>nd</sup> floor which accommodates up to 350 people
- The 4<sup>th</sup> Floor Rooftop Terrace which will accommodate up to 80 people (on a seasonal basis)
- The 4<sup>th</sup> floor boardroom which will accommodate 30 people
- The 2<sup>nd</sup> floor Lecture Theatre which will seat 150 people for lectures, film screenings and public presentations.

Under the recommended approach to managing these venues, bookings would be handled by Gallery staff while catering of all food and beverage functions would be contracted out to an exclusive operator. By doing so, net income of approximately \$290,000 is projected for 2015, rising to about \$340,000 in 2017.

### *Admission Fees*

A number of alternative admission fee options were considered including free admission for everything, free admission except for special exhibitions, modest fee for permanent exhibition access and higher fees for special exhibitions, and modest admission fee with access to all exhibits with a free day or evening. After considering the revenue implications for each scenario, as well as public opinion on the admission question, a policy of free admission to the entire Gallery (excepting special exhibitions) is recommended. Two special exhibitions of duration of eight weeks each are contemplated with an average admission fee of \$8.00 per person for such exhibitions.

Under such a policy, average net income from admission fees over the first three years of operation is projected at \$283,000 annually.

### *Fundraising*

Building on the momentum of the Capital Campaign, there is an opportunity for the Gallery to significantly increase its self-generated revenues in memberships, donations and sponsorships. To achieve this, the responsibilities for resource development should be separated from marketing and communications. A new, full-time Manager, Marketing and Communications would allow the existing Manager, Resource Development position to focus solely on increasing revenues from memberships, donations and sponsorships. Under this approach net income from fundraising is projected at \$39,000 in 2015 rising to \$196,000 in 2017.

### *Gallery Shop*

The Gallery Shop compliments the Gallery's core mandate, serves to attract visitors and provides additional services to Gallery members and the community, as well as contributing to self-generated revenues. Through administrative changes, a focus on unique product offerings, a slightly larger shop, and additional traffic (as a result of more Gallery visitors), net income of \$15,000 is projected for 2015.

## **Recommendations**

To achieve all of the foregoing the following recommendations are made:

### Recommendation #1

The Remai Gallery Board recommends that a Memorandum of Understanding be developed between the City of Saskatoon and The Remai Gallery detailing the City's grant to the Gallery.

### Recommendation #2

The Remai Gallery Board introduces a modest admission fee (on average \$8/person) for special exhibitions.



### Recommendation # 3

The Rемаi Gallery Board recommends **2.5 FTE** be hired to staff the Reception/Information Desk during gallery operating hours, and **0.65 FTE** be hired for admissions collection during special exhibitions.

### Recommendation #4

The Rемаi Gallery Board issues a Request for Proposal (RFP) for an exclusive operator for all food and beverage services at the new facility with the Gallery retaining responsibility for marketing and bookings.

### Recommendation #5

The Rемаi Gallery Board recommends hiring a full-time Facility Rentals Sales Coordinator **1.0 FTE**. This position will be responsible for actively marketing and selling the AGS's rental spaces and for working with the exclusive operator for food and beverage services to maximize revenues for the gallery.

### Recommendation #6

The Rемаi Gallery Board recommends the current responsibilities for resource development and marketing and communications be separated. It is also recommended that a full-time Manager, Marketing and Communications **1.0 FTE** be hired to enable the Manager, Resource Development to focus solely on increasing revenues from membership, donations and sponsorships.

### Recommendation #7

The Rемаi Gallery Board recommends reallocation of an existing part-time Gallery Shop staff position to a full-time Assistant Shop Supervisor which is required for administrative assistance and coaching staff in sales techniques. This will require a **0.34 FTE** and salary adjustment.

### Recommendation #8

The Rемаi Gallery Board recommends all hardware and software to be used at The Rемаi Gallery be in place by mid 2014 to facilitate training and a seamless transition to the new Gallery.

### Recommendation #9

The Rемаi Gallery Board recommends that financing be made available for the capital costs associated with outfitting the kitchen.

### Recommendation #10

The Rемаi Gallery Board recommends that in 2013 an Accounting Coordinator **1.0 FTE** and Manager of Community Education and Public Programs **1.0 FTE** be hired to address current administrative, planning, accounting and program capacity related needs and to facilitate the transition to the new Gallery.

## **CONCLUSION**

This Business Plan represents the business model proposed for the new Gallery and the financial impact of that model. It creates a clear direction for The Rемаi Gallery to deliver on its commitment to service in the community. The new Rемаi Art Gallery of Saskatchewan will serve as an architectural landmark for the community that demonstrates the value of supporting creative arts-based initiatives that contribute to lifelong learning and quality of life. Together, The Rемаi Gallery and City can further the City's aims to be a destination in the province, and for Canadian and international visitors.

**Administrative Overview**  
**The Remai Art Gallery of Saskatchewan Business Plan: 2015 to 2017**  
**March 2012**

*This overview of The Remai Art Gallery of Saskatchewan Board's Business Plan has been prepared by the Administration.*

The Business Plan provides the overall guiding direction. Implementation of the Business Plan will occur through the annual Corporate Business Plan and Budget process.

The four-storey Remai Art Gallery of Saskatchewan (The Remai Gallery) will be a key destination at River Landing for both residents and visitors. Together with Persephone Theatre, and the planned residential and commercial development of the adjoining sites, the gallery will help animate the riverfront and connect the downtown.

There is a remarkable alignment between the City's vision to create a culturally-oriented "destination" at River Landing and the gallery's determination to have a more dynamic presence in the city. Galleries around the world are seeking ways of becoming more engaging, accessible, and transparent, with a greater diversity of activity. A common feature is the creation of very public and lovely spaces where many social activities take place. One of the focal spaces at The Remai Gallery will be the atrium, complete with a welcoming Gallery Shop, Bistro Café, and program spaces attached. The atrium provides the initial impression and experience for visitors, and will become a "winter haven" and gathering place. The multi-purpose room, conference and meeting rooms, and lecture theatre on the upper floors will add to the facility's amenities and public offerings.

The increased space and new location means the exhibitions, public programs, and other offerings at The Remai Gallery will provide opportunities to extend the gallery's reach to Saskatoon residents and visitors from around the world. Self-generated income levels, while good at the Mendel, can be improved upon at The Remai Gallery through increased attendance and other opportunities. Market research, conducted by Fast Consulting, found that 80% of residents agree that The Remai Gallery should be as financially self-sufficient as possible. The Remai Gallery, committed to its role of providing a public service in the most cost effective manner possible, is pleased to submit The Remai Art Gallery of Saskatchewan Business Plan: 2015 to 2017. A brief summary of the Business Plan is provided below.

**Admissions**

TCI Management Consultants (specialists in feasibility assessments for cultural institutions) undertook the study of attendance projections and admission fees. There are a number of variables that affect the decision as to whether or not admission fees should be charged. Such things as: materiality and significance of the visitor experience (if the experience is a short period of time a fee is likely not warranted); the extent to which The Remai Gallery is perceived as a public good; the existence of a membership program and a donation box; and ancillary charges such as parking must be balanced with the intangible elements such as community values and attitudes.

The increased space and new location means the exhibitions, public programs, and other offerings will provide opportunities to extend the gallery's reach to both residents and visitors from across the country and around the world. Patronage from local residents will be critical. Market research conducted found that 73% of residents surveyed agree that The Remai Gallery should continue with free admission to the permanent collection, and charge a fee to special exhibitions, (exhibitions which would not possible in the current gallery space – approximately two per year running eight weeks each for a total of sixteen weeks). This compares to 37% of residents surveyed who agree that The Remai Gallery should charge a standard, affordable admission for all exhibits all the time.

The current free admission has resulted in a relatively robust attendance rate of 160,000 plus, which is high for a community of this size. Attendance at the new gallery is expected to spike in the first year of operations, leveling off by 2017. Increased attendance, and the desire to offer superior attention to customer service, will require the reception/information desk to be staffed during The Remai Gallery hours which will be 9:00 a.m. to 9:00 p.m. seven days per week. This equates to 2.5 FTEs (full time equivalent).

The consultant studied attendance and membership-related information from seven other public Canadian galleries which currently have admission fees in place. The report examined these four scenarios:

1. Free admission to everything all of the time.
2. Free admission except for special exhibitions, (exhibitions which are not possible in the current gallery space).
3. Modest admission for permanent collection and regular exhibitions, higher admission for special exhibitions, (exhibitions which are not possible in the current gallery space).
4. Modest admission to everything with a free day.

After careful examination of all of the dimensions, implications, and variables involved in charging an admission fee, The Remai Gallery Board is recommending Scenario 2 above, that is charging an admission fee (an average of \$8.00 per person) for special exhibitions. This option represents a middle ground offering total accessibility to the permanent collection and regular exhibition, mixed with charging for the more expensive special exhibitions. This will require casual staff of .65 FTE to collect the admission upon entry.

Based on the attendance projections and the modest admission fee recommended, The Remai Gallery can anticipate, based on a three-year average, a net profit of \$280,500 annually. The net profit has allowed for the increased FTEs and all other expenses related to collecting admissions.

Chart 1 – Admission Revenue Projections

|                | 2015       | 2016      | 2017      |
|----------------|------------|-----------|-----------|
| Admission Fees | \$370,900  | \$313,785 | \$256,724 |
| Net            | \$337,688  | \$280,485 | \$223,333 |
| 3-year Average | \$ 280,502 |           |           |

### **Food and Beverage, and Facility Rentals**

The gallery will include a number of spaces that will be made available for rent to the public in addition to providing a variety of food and beverage experiences:

- The Bistro Café, located on the main floor will feature light lunches, snacks, and beverages, and provide casual seating in the atrium year round.
- The multi-purpose room, located on the second floor, can accommodate 200 to 350 people for banquets or receptions. This room is attached to a main kitchen which will service this room and the café.
- The Lecture Theatre, located on second floor, will seat 150 people and can be used for lectures, film screenings, and public presentations.
- The fourth floor meeting room and board room can accommodate 10 to 30 people for business meetings, and onsite catering will be available.

fsSTRATEGY (specialists in consultations to the food service industry) undertook the study of food and beverage options, and facility rental options. They were asked to analyze the financial impact of food and beverage services and facility rentals, and provide recommendations based on their findings.

The consultants explored two facility rental management options:

- the gallery managing the bookings (taking all the income); and
- a third party managing the bookings and paying the gallery a commission.

The consultants examined the following three business models for the food and beverage and facility rentals:

- self-operation of the Bistro Café and catering;
- one exclusive operator for the Bistro Café and all catering; and
- one operator for the Bistro Café (resident operator) and additional preferred caterers.

The study included consultation with the private sector about the gallery providing additional services in food and beverage and facility rentals. In general, the private sector sees no problem with the gallery providing this service, as long as the gallery does not undercut market prices on food service and facility rentals, and also providing that the gallery charges similar gratuities and corkage fees as other venues.

In terms of supply and demand, the consultants concluded that: *A market exists for facility rentals at the gallery. This appears especially true for higher-end corporate meetings and other social events. Primary demand for the gallery's spaces will likely occur: weekends between May and September for weddings; late November through mid-December for holiday parties; and September through November, and March through June for corporate events and meetings.*

Room capacity, probable number of attendees by function (e.g. banquet, meetings, and receptions), estimated annual bookings, room rental rates, and per-person spend rates based on Saskatoon's market informed the financial analysis. Based on the outcomes, the consultants recommended that an exclusive caterer be contracted and manage all bookings in the facility.

The Remail Gallery Board concurs with the recommendation of an exclusive caterer; however, control of The Remail Gallery brand is critical to achieving its programming and financial goals. This requires the gallery to manage the number and types of activities that are staged at the gallery, as well as manage how the facility is marketed. Based on needing to control these aspects of the business, the Board has chosen to manage the bookings itself to ensure that the needs of the gallery are met, and that the brand and experience at the gallery remain intact. A full-time Facility Rental and Sales Coordinator (1.0 FTE) will be required.

Based on the recommended marketing and selling strategy, The Remail Gallery can anticipate, on a three-year average, a net profit of \$341,674 annually. The net profit has allowed for the increased FTE and all other expenses related to food and beverage, and facility rentals.

Chart 2 – Food and Beverage/Facility Rental Projections

|                | 2015       | 2016      | 2017      |
|----------------|------------|-----------|-----------|
| Sales          | \$549,110  | \$606,759 | \$664,357 |
| Net            | \$289,346  | \$341,699 | \$393,977 |
| 3-year Average | \$ 341,674 |           |           |

### **Gallery Shop**

The move will provide the Gallery Shop with a larger space, allowing the shop to be repurposed and re-imagined. The shop windows are strategically located to allow products to be viewed from the Bistro Café patio and the river trails. The shop will feature highly unique, sought after products that will be exclusive to The Remail Gallery. A Corporate Gifts Program will be introduced as well as a future online store.

Attendance is expected to spike in 2015 due to curiosity and intrigue about the new gallery; therefore sales are expected to increase. Sales projections for this analysis include: a 35% increase in 2015, plateau in 2016, and an increase of 5% in 2017 mainly due to the introduction of the online store.

As the chart below indicates, The Remail Gallery can anticipate, based on a three-year average, a net profit of \$13,250 annually. This expanded service and additional service hours to fully cover a 9am-9pm operating hours will require an additional .34 FTE. The net profit has allowed for the increased FTE and all other gift shop related expenses.

Chart 3 – Gallery Shop Revenue Projections

|                | 2015      | 2016      | 2017      |
|----------------|-----------|-----------|-----------|
| Sales          | \$510,053 | \$510,053 | \$535,556 |
| Net Profit     | \$ 15,420 | \$ 7,796  | \$ 16,530 |
| 3-year Average | \$ 13,250 |           |           |

### **Fundraising Strategy**

DCG Philanthropic Services (DCG) undertook the task of providing an Annual Fundraising Strategy report. DCG cautions that there is never a “one size fits all” solution to fund or membership development. The new facility will be exciting. Its proximity to downtown and the river trails, as well as the special events and festivals at River Landing will give the gallery exposure to new audiences, which could be potential new donors or members.

The Remail Gallery Capital Campaign provides an opportunity to put into place a formalized stewardship plan to keep the gallery top of mind. Stewardship is time intensive work and is most successful when appropriate human resources have been secured. The report recommends the creation of a Major Gifts Officer position dedicated solely to membership, donations, sponsorship, major gifts, and planning.

Currently, the Mendel has a Manager, Resource Development, who is responsible for Marketing and Communications. It is assumed that this position will be spending an increased amount of time on marketing, before and after the new gallery opens. In order for this FTE to focus solely on attendance, which forms a major part of the outlined financial targets, The Remail Gallery Board recommends that the responsibilities for resource development and marketing and communications be separated. It is also recommended that a full-time Manager, Marketing and Communications be hired in 2015 (1.0 FTE) to enable the Manager, Resource Development to focus solely on increasing revenues from membership, donations, and sponsorships.

Based on the recommended fundraising strategy, The Remail Gallery projected revenues, on a three-year average, are expected to be \$118,397 annually. The net amount has allowed for the increased FTE and all other expenses related to fundraising.

Chart 4 – Fundraising Projections

|                | 2015       | 2016      | 2017      |
|----------------|------------|-----------|-----------|
| Fundraising    | \$259,139  | \$348,461 | \$430,380 |
| Net            | \$ 38,688  | \$120,953 | \$195,549 |
| 3-year Average | \$ 118,397 |           |           |

## Other Expenses Not Included in Construction Costs

### IT Requirements

Professional Computer Services (PCS) Saskatoon was contracted to conduct a high-level needs assessment with respect to: proposing a server and workstation network platform that ensures functionality and integration with IT, building systems, and telecommunications; and providing advice and high-level cost estimates on required hardware and software to support operational, administrative, and program functions.

The report recommends three servers for the facility, replacement of all computers by 2014 (most of which have outlived their life span), and the purchase of new software to support the business model and operating decision making (i.e. Point of Sale, facility rentals, and fundraising), and to ensure integration with the financial accounting program. The Remail Gallery Board is recommending these capital purchases by 2014 which increase the gallery's Equipment Reserve by \$94,800 in 2014 only, enabling the gallery to continue with its \$40,300 Reserve allocation before and after that year.

### Capital Cost of Kitchen

The capital construction budget for The Remail Gallery does not include capital financing for the kitchen fit out required for food and beverage services. The Business Plan is contingent on the kitchen being functional, and funding in advance of opening will be required. The consultant's report suggests an exclusive operator may contribute to this capital cost, but to be realistic and conservative, the gallery has not included a capital contribution from the operator in its projections. Financing of the kitchen has, however, been included in the Facility Rentals and Catering budget with income earned covering the cost of annual financing in five years.

### Human Resources

To ensure the successful transition and provide the needed capacity to meet the mandate of the new Remail Gallery, 7.49 new FTEs for the gallery program are requested from 2013 to 2015. All but two of these positions have been justified above. A phased-in approach will address current capacity requirements for the Mendel, as well as provide critically important strategic and operational support for the transition to new facility.

Chart 5 – Mendel Historical FTEs

| Year | FTEs  |
|------|-------|
| 1990 | 28.9  |
| 2000 | 21.4  |
| 2012 | 24.75 |



The Remail Gallery Board recommends the following:

Chart 6 – Summary of New FTEs Required

| Year | FTE | Position and FTE  |
|------|-----|---|
| 2013 | 1.0 | Accounting Coordinator <sup>1</sup>                           |
| 2013 | 1.0 | Manager of Community Education & Public Programs <sup>2</sup> |
| 2014 | 1.0 | Facility Sales Coordinator                                    |
| 2015 | 1.0 | Manager, Marketing & Communications                           |
| 2015 | .65 | Admissions Clerk  |
| 2015 | 2.5 | Reception/Information Clerks                                  |
| 2015 | .34 | Assistant Shop Supervisor                                     |

<sup>1</sup> Required to address current administrative and accounting capacity related needs to facilitate the transition to the new gallery.

<sup>2</sup> Required to address current administrative and education related to public program planning related needs to facilitate the transition to the new gallery.

All of these new FTEs will be brought forward in the appropriate year as part of the normal budgeting process.

The Remail Gallery will aspire to be the premier Western Canadian art gallery, celebrating the region's contribution to the visual arts world while maintaining an uncompromising commitment to public accessibility.

### **Financial Implications**

Chart 7 - Summary of Operating Impact

|   | 2012                | 2013                | 2014                | 2015                | 2016                | 2017                |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>                                    |                     |                     |                     |                     |                     |                     |
| Federal Grant                                     | \$ 160,000          | \$ 160,000          | \$ 160,000          | \$ 160,000          | \$ 160,000          | \$ 160,000          |
| Provincial Grant                                  | 301,000             | 301,000             | 301,000             | 301,000             | 301,000             | 301,000             |
| Restricted Funding                                | 285,646             | 431,400             | 291,400             | 790,350             | 796,535             | 792,839             |
| Program Revenue                                   | 74,800              | 33,790              | 34,134              | 34,484              | 34,842              | 35,207              |
| Self-Generated Income                             | 479,730             | 505,540             | 535,900             | 1,748,782           | 1,839,866           | 1,949,116           |
| <b>Total Revenue</b>                              | <b>\$1,301,176</b>  | <b>\$1,431,730</b>  | <b>\$1,322,434</b>  | <b>\$3,034,616</b>  | <b>\$3,132,243</b>  | <b>\$ 3,238,162</b> |
| <b>Expenditures</b>                               |                     |                     |                     |                     |                     |                     |
| Program and Services                              | \$ 2,745,130        | \$ 2,934,275        | \$ 3,023,537        | \$ 3,468,484        | \$ 3,542,150        | \$ 3,599,401        |
| Self-Generated Expenses                           | 211,530             | 225,297             | 326,884             | 787,609             | 800,617             | 822,796             |
| Mtce Agreement Fee (Building)                     | 476,200             | 486,976             | 497,968             | 1,800,000           | 1,854,000           | 1,909,620           |
| Transfer to Building Reserve <sup>1</sup>         | 62,600              | 62,600              | 62,600              | 0                   | 273,056             | 546,112             |
| Transfer to Restricted Funds                      | 272,444             | 431,400             | 291,400             | 790,350             | 796,535             | 792,839             |
| Transfer to Various Reserves                      | 40,300              | 40,300              | 90,100              | 181,179             | 188,158             | 196,004             |
| <b>Total Expenditures &amp; Transfers</b>         | <b>\$ 3,808,204</b> | <b>\$ 4,180,848</b> | <b>\$ 4,292,489</b> | <b>\$ 7,027,622</b> | <b>\$ 7,454,516</b> | <b>\$7,866,772</b>  |
| <b>City Contribution Required</b>                 | <b>\$ 2,507,028</b> | <b>\$ 2,749,118</b> | <b>\$ 2,970,055</b> | <b>\$ 3,993,006</b> | <b>\$ 4,322,273</b> | <b>\$4,628,610</b>  |
| Total Contribution from Self-Generated Activities | \$ 268,200          | \$ 280,243          | \$ 209,016          | \$ 961,173          | \$ 1,039,249        | \$ 1,126,320        |
| FTE Increases                                     |                     | 2.00                | 1.00                | 4.49                | 0.00                | 0.00                |
| <b>Total FTEs</b>                                 | <b>24.75</b>        | <b>26.75</b>        | <b>27.75</b>        | <b>32.24</b>        | <b>32.24</b>        | <b>32.24</b>        |

<sup>1</sup> *As per the City Administration, the Reserve Contribution will be phased in. In year one (2015) no funds will be contributed to the reserve, in 2016 one-third of the total contribution will be made, in 2017 a two-thirds contribution will be made and by 2018 the full contribution will be added to the reserve.*

In this new, larger facility, the City's overall contribution will be a smaller proportion of the overall budget. Currently, the City's contribution to the Mendel's operating grant is 66% of the Mendel's operating cost, with self-generated income at 15%. By 2015, the Business Plan projects that the City's contribution to the operating cost will reduce to 57%, and the self-generated income will increase to 25% of the total operating amount. Self-generated income for 2012 is projected at approximately \$500,000, and for 2015 it is projected at \$1.75M.

To prepare for the increased costs to operate the new gallery, the Administration has implemented a phase-in plan by adding \$750,000 to the operating base in the 2012 budget with an incremental \$750,000 planned in 2013. While building this operating base into the mill rate, a one-time provision into the Infrastructure Surface and the Bridge Major Repairs Reserves will be provided in these years. The funding of the two new gallery positions (Accounting Coordinator and Manager, Community Education and Public Programs) as identified in The Remai Art Gallery of Saskatchewan Business Plan has been planned. The remainder of the costs will be phased-in over the next four years (2014 through 2017), subject to City Council's approval of the annual Corporate Business Plan and budget.

This is a plan for the next five years and serves to provide overall direction. Approval for all gallery funding would be required on an annual basis through the Board's annual Operating Budget submission. Nothing is finalized or approved until each budget request is approved by City Council.

His Worship the Mayor and City Council  
The City of Saskatoon

**REPORT**  
of the  
**PLANNING AND OPERATIONS COMMITTEE**

Composition of Committee

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

1. **2011 Annual Report  
Cultural Diversity and Race Relations Committee  
(File No. CK. 430-29)**

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

Attached is the 2011 Annual Report of the Cultural Diversity and Race Relations Committee, which has been approved for submission to City Council, through the Planning and Operations Committee.

Your Committee has reviewed the report with the Chair of the Cultural Diversity and Race Relations Committee and is forwarding the report to City Council as information.

2. **2011 Annual Report  
Visual Arts Placement Jury  
(File No. CK. 430-62)**

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

Your Committee has reviewed the 2011 Annual Report of the Visual Arts Placement Jury and is forwarding the report to City Council for information.

**3. 2011 Annual Report  
Traffic Safety Committee  
(File No. CK. 430-59)**

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

Your Committee has reviewed the 2011 Annual Report of the Traffic Safety Committee and is forwarding the report to City Council as information.

**4. 2011 Status Report on Neighbourhood Traffic Calming Program  
(Files CK. 6320-1 and IS. 6320-1)**

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

Attached is a report of the General Manager, Infrastructure Services Department dated February 14, 2012, providing an update on the above program.

Your Committee has reviewed the report with the Administration and is forwarding the report to City Council for information.

**5. Idylwyld Drive – Circle Drive Functional Design Study Report  
(Files CK. 6320-1 and IS. 6332-18)**

**RECOMMENDATION:**

- 1) that the Idylwyld Drive – Circle Drive Functional Design Study - Final Report be approved in principle; and
- 2) that the Administration report further with respect to the funding and/or timing of the implementation of the recommendations from the Idylwyld Drive – Circle Drive Functional Design Study - Final Report, as outlined in the report of the General Manager, Infrastructure Services Department dated February 13, 2012.

Attached is a report of the General Manager, Infrastructure Services Department dated February 13, 2012, with respect to the above matter.

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

Copies of the Executive Summary of the Idylwyld Drive – Circle Drive Functional Design Study – Final Report and additional referenced attachments were already provided to City Council members. Copies are available on the City's website [www.saskatoon.ca](http://www.saskatoon.ca) as part of this report.

**6. Traffic Around Tim Horton's – Cumberland Avenue**  
**(Files CK. 6320-1, x CK. 6120-2)**

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

Attached is a report of the General Manager, Infrastructure Services Department dated February 23, 2012, responding to request for a report on the above matter.

Your Committee has reviewed the matter with the Administration, including on-site modifications made by Tim Horton's to change the drive-through from one to two lanes. The Administration will continue to work with Tim Horton's on this issue and monitor the effectiveness of these measures in improving traffic flow at this location and assess whether additional restrictions may be necessary.

**7. Enquiry – Councillor Donauer (August 17, 2011)**  
**Compensation – Tree Removal**  
**(File No. CK. 4139-4)**

- RECOMMENDATION:**
- 1) that the Administration consider, under certain circumstances, allowing the land developer/contractor to plant new tree(s), under the direction of the City of Saskatoon, Urban Forestry, in the neighbourhood (i.e. in a park), where the tree(s) were removed, or adjacent to their property, and that the number of new trees and the corresponding maintenance costs be based on the present tree valuation calculations as outlined in Policy C09-011 – Trees on City Property; and
  - 2) that the Administration be requested to report in one-year's time on the impact of the above on the Administration.

Attached is a report of the General Manager, Infrastructure Services Department dated February 21, 2012, in response to the above enquiry.

Your Committee has reviewed the report with the Administration. Your Committee was advised that the proposal does not change the present compensation formula and tree valuation calculations. The intent of the proposal was to provide another option for land developers or contractors, under certain circumstances, to be able to plant new trees in the neighbourhood, under the direction of the City of Saskatoon, Urban Forestry, where trees have been removed, rather than forwarding the required compensation to the City. These requests would be reviewed by the Administration on a case-by-case basis and, upon consideration of all other options regarding appropriate tree replacement in accordance with Policy C09-011, would determine whether this option would be appropriate. Attached, for City Council's information, is a copy of Policy C09-011.

Following review of this matter with the Administration, your Committee is supporting the above recommendation but is requesting a report in one-year's time to assess the impact of administering this option.

**8. Urban Forestry Maintenance**  
**(File No. CK. 4200-1)**

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

Attached is a report of the General Manager, Infrastructure Services Department dated February 16, 2012, with respect to the above program.

Your Committee has reviewed the update with the Administration and is forwarding the report to City Council for information.

**9. Special Events Policy No. C03-007**  
**Request for Funding – 2013 Mastercard Memorial Cup**  
**(Files CK. 1870-15 and LS. 1870-12-2)**

**RECOMMENDATION:**

- 1) that funding in the amount of \$100,000 be allocated as outlined in the report of the General Manager, Community Services Department dated February 21, 2012, to the 2013 Mastercard Memorial Cup, as this event meets the eligibility requirements as outlined in the Special Events Policy No. C03-007;
- 2) that \$50,000 be paid on May 1, 2012; and

- 3) that \$50,000 be paid upon submission of a post-event evaluation report, as outlined in the policy.

Attached is a report of the General Manager, Community Services Department dated February 21, 2012, with respect to the above request for funding.

Your Committee has reviewed the report with the Administration and is supporting the above recommendations for funding.

**10. Innovative Housing Incentives Application  
Mortgage Flexibilities Support Program  
Innovative Residential Inc. – 102 and 110 Shillington Crescent  
(Files CK. 750-4 and PL. 951-110)**

- RECOMMENDATION:**
- 1) that 84 affordable housing units to be built at 102 and 110 Shillington Crescent be designated under the Mortgage Flexibilities Support Program, as defined in Section 3.8 of the Innovative Housing Incentives Policy No. C09-002;
  - 2) that financing for down payment grants estimated at \$360,000 be approved for 28 of these housing units;
  - 3) that a capital grant equal to 10 percent of the capital cost of 28 of these units, to a maximum of \$200,000 be approved under Innovative Housing Incentives Policy No. C09-002;
  - 4) that the City Solicitor be instructed to amend the Tax Sponsorship Agreement with Innovative Residential Inc. to include the project located at 102 and 110 Shillington Crescent; and
  - 5) that the approval of recommendations 1) through 4) be contingent upon this housing project being fully approved for mortgage loan insurance flexibilities by either Genworth Financial Canada or Canada Mortgage and Housing Corporation.

Attached is a report of the General Manager, Community Services Department dated February 21, 2012, with respect to the above application.

Your Committee has reviewed the report with the Administration and is supporting the above recommendations.

**11. Innovative Housing Incentives Application**  
**101131732 Saskatchewan Ltd. 125 Avenue U South**  
**(Files CK. 750-4 and PL. 951-109)**

**RECOMMENDATION:** that funding of 10 percent of the total project cost, estimated at \$23,900, for the renovation of eight affordable rental units by 101131732 Saskatchewan Ltd. be approved under Innovative Housing Incentives Policy No. C09-002.

Attached is a report of the General Manager, Community Services Department dated February 21, 2012, with respect to the above application.

Your Committee has reviewed the matter with the Administration and is supporting the above recommendation for funding from the Affordable Housing Reserve under the Innovative Housing Incentives Policy.

**12. Year End Report – Building Standards Branch**  
**(Files CK. 430-32 and PL. 4240-9)**

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

Attached is a report of the General Manager, Community Services Department dated February 21, 2012 providing the 2011 Year End Report of the Building Standards Branch.

Your Committee has reviewed the report with the Administration and is forwarding the report to City Council for information.



**13. Saskatoon Food Charter**  
**(Files CK. 4110-45, CK. 205-1 and LS. 150-1)**

**RECOMMENDATION:** that the information be received and that the reports and documents provided by the presenters be forwarded to the Administration for review and report as part of the strategic planning process.

City Council, at its meeting held on September 12, 2011, considered a letter dated August 19, 2011, from Dr. Rachel Engler-Stringer, Community Health and Epidemiology, University of Saskatchewan, with respect to the Saskatoon Food Charter. City Council referred the matter to the Administration for a report to the Planning and Operations Committee.

Your Committee has considered the attached update report from the General Manager, Community Services Department dated January 25, 2012, which was submitted in response to the above referral. The report is being forwarded to City Council for information.

Your Committee has also received presentations from Dr. Engler-Stringer and Mr. Rusty Chartier with respect to the Saskatoon Food Charter. Attached is a copy of Dr. Engler-Stringer's presentation, including suggestions for further initiatives to be looked at with respect to the Saskatoon Food Charter and submitting further information from other cities. Copies of the report from Dr. Engler-Stringer and Mr. Justin Harder entitled "Toward Implementation of the Saskatoon Food Charter: A Report" have already been provided to City Council members. A copy is available on the website [www.saskatoon.ca](http://www.saskatoon.ca) as part of this report.

Your Committee is recommending that the above reports and the following further documents provided by the presenters be forwarded to the Administration for review and report as part of the strategic planning process:

- "Cultivating Food Connections: Toward a Healthy and Sustainable Food System for Toronto" published in 2010 by Toronto Public Health;
- "A Seat at the Table: Resource Guide for Local Governments to Promote Food Secure Communities" published in 2008 by the B.C. Provincial Health Services Authority; and
- "Healthy Communities and Planning for Food – A Call to Action – Planning for Food Systems in Ontario" published by the Ontario Professional Planners Institute.

Respectfully submitted,

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Councillor C. Clark, Chair

## ADVISORY COMMITTEE REPORT

**TO:** Secretary, Planning and Operations Committee  
**FROM:** Chair, Cultural Diversity and Race Relations Committee  
**DATE:** February 9, 2012  
**SUBJECT:** 2011 Annual Report  
Cultural Diversity and Race Relations Committee  
**FILE NO.:** CK. 430-29

**RECOMMENDATION:** that the information be received and forwarded to City Council as information.

### Message from the 2011 Chair

On behalf of the Committee, I would like to express my sincere gratitude to City Council and the Administration for their continued support to the Cultural Diversity and Race Relations Committee to fulfill its mandated responsibility. It is an honour to present the 2011 annual report.

With an estimated population of 234,200 as of December 31, 2011, as reported by the City's Planning and Development Branch, our community continues to grow. At almost 10%, Saskatoon has the second highest proportion of Aboriginal people of major cities and with the steady growth of 4000 immigrants to the city of Saskatoon annually, the significance of the Committee is more important than ever.

The Cultural Diversity and Race Relations Committee will continue to support zero tolerance for racism and discrimination and will continue to work with community organizations and embrace the ethno-cultural traditions.

Our city is made up of many valued cultural differences and these differences are what make our best communities and Saskatoon a great city in which to live.

## REPORT

### Mandate

The mandate of the Cultural Diversity and Race Relations Committee is to monitor and provide advice to City Council on issues relating to the Cultural Diversity and Race Relations Policy. The Committee also has a mandate to provide education and increase awareness of issues in the community relating to the policy, in consultation with the Administration.

## **Committee Membership**

Membership on the Cultural Diversity and Race Relations Committee for the year 2011 included:

Mr. Michael San Miguel, Chair (General Public Representative);  
 Ms. Cornelia Laliberte, Vice Chair (Greater Saskatoon Catholic School Board Representative);  
 Ms. Tracy Muggli (Saskatchewan Intercultural Association Representative);  
 Ms. Karen Schofield (Public – First Nations Community Representative);  
 Ms. April Sora (General Public Representative);  
 Ms. Caroline Cottrell (General Public Representative);  
 Ms. Nayyar Javed (General Public Representative);  
 Dr. Eric Lefol (General Public Representative);  
 Ms. Jennifer Hingley (Saskatoon Public Board Representative);  
 Mr. Michael Maurice (Public – Métis Community);  
 Mr. Jim Balfour, (Ministry of Social Services Representative);  
 Ms. Trena Raven (Saskatoon Health Region Representative);  
 Police Chief Weighill (Saskatoon Police Service Representative) (Alternate Representative – Inspector Shelley Ballard); and  
 Councillor Pat Lorje (City Council Representative).

## **2011 ACTIVITIES**

### **Focus for 2011**

In 2011, the Committee continued its focus on the educational and awareness aspect of its mandate through the provision of co-sponsorships to groups in the community for initiatives promoting intercultural harmony and addressing cultural diversity and race relations issues. Through these events, the Committee hoped to increase the awareness about the Committee and to highlight the positive initiatives in the community. The Committee participated in the following education and awareness initiatives.

### **Education and Awareness Initiatives**

#### **Cultural Diversity and Race Relations Month**

City Council proclaimed March as Cultural Diversity and Race Relations Month in Saskatoon. Opening ceremonies were held in the Council Chambers on March 1, 2011.

The Living in Harmony Awards Ceremony was held on March 21 at Tommy Douglas Collegiate. In keeping with the youth focus for this event, the ceremony was organized and hosted by students at both Tommy Douglas Collegiate and Bethlehem Catholic High School, under the guidance of the Cultural Diversity and Race Relations Coordinator and the event programmer.

As in the past, awards were presented for the Living in Harmony Art and Literary Contests. Recognition Awards were also presented to individuals and organizations to recognize their efforts in promoting intercultural harmony in the community. The Committee assisted with the adjudication of these awards.

There were a number of other events held in the community during the months of March and April to increase the awareness of issues relating to cultural diversity and race relations. Information about these events was included on the Cultural Diversity and Race Relations webpage.

### Co-Sponsorship Initiatives

As part of its education and awareness mandate, the Committee continued to support community groups in their efforts to provide education and increase awareness of cultural diversity and race relations issues. The Committee's intent is to try to expand its reach through these opportunities and to assist others in hosting cultural diversity and race relations events throughout the year.

In considering co-sponsorship requests, the Committee reviewed the following:

- How the request fits in with the Committee's mandate;
- Whether the event takes place in Saskatoon, which is a requirement;
- Participation levels requested by Committee members on the planning committees for the events (to provide an opportunity for the Committee to provide input wherever possible and to create awareness about the Committee and its role);
- The target audience and event reach (number of people attending, whether it is anticipated there will be attendance by diverse communities in Saskatoon and what is being done to promote the event beyond the organization hosting the event);
- Themes and focuses; and
- Time of year of the event to help raise awareness throughout the year.

The Committee provided co-sponsorship for the following events:

#### Winter Carnival

La Fédération des Francophones de Saskatoon hosted a Winter Carnival on January 29, 2011. The Committee provided co-sponsorship in the amount of \$500. This was the second year the Committee co-sponsored this event. The Chair attended the event on behalf of the Committee.

#### Round Dance and Feast

The Committee was once again invited to participate in the round dance and feast organized through the Ministry of Social Services and the Oskayak Parent Council. The Committee provided co-sponsorship in the amount of \$500 for the Spring Feast and Round Dance held on April 1, 2011 at the Oskayak High School.

### University of Saskatchewan Aboriginal Students' Centre Annual Graduation Powwow

A new initiative sponsored by the Committee in 2011 was the Annual Graduation Powwow organized by the University of Saskatchewan Aboriginal Students' Centre. The event was held on June 8, 2011 and honoured high school graduates, students in Saskatoon schools, University graduates and Aboriginal leaders within the University of Saskatchewan. Co-sponsorship in the amount of \$500 was provided.

### Pleasant Hill Community Association Powwow

The Committee provided co-sponsorship in the amount of \$1,000 for the ninth annual Powwow held in the Pleasant Hill Community on June 17, 2011. The goal of the event was to bring communities together and provide an opportunity to celebrate and learn about the Aboriginal culture. The co-sponsorship provided was \$1,000.

### Ânskohk Aboriginal Writers Festival - Ânskohk Aboriginal Writers Festival

The Committee was asked to provide co-sponsorship for the Ânskohk Aboriginal Writers Festival. As indicated by the group in their submission to the Committee, the intent of the festival was to increase visibility, reach the First Nations and Métis communities, showcase Aboriginal authors, and open doors to the general public to discover Aboriginal literary arts. There were a series of events held from October 19 to 22, 2011.

### University of Saskatchewan Aboriginal Students' Centre Handbook - CD&RR Committee Ad

As an opportunity to increase the awareness of the existence of the Committee and its role, the Committee placed an ad in the University of Saskatchewan Aboriginal Students' Handbook at a cost of \$100.00. The ad included the purpose of the Committee and a link to the City's website regarding additional Cultural Diversity and Race Relations information.

In 2011, the Committee reviewed its co-sponsorship guidelines and process and developed application and reporting forms to standardize information provided for co-sponsorship requests. With the Committee's education and awareness budget of approximately \$11,000, the intent was to try to sponsor one event per month, depending on applications received. Follow-up reports were required after each event and were reviewed by the Committee prior to issuance of the approved co-sponsorships. The Committee determined that the level of co-sponsorships would be between \$500 and \$1,000. Two co-sponsorship application deadlines were established – September 30 (for events from January to June) and March 15 (for events from July to December). In the past, the Committee had been considering these requests at meetings throughout the year. However, to be able to address other areas of its mandate, the Committee determined that it would review co-sponsorship requests twice a year. This process is in place for 2012. An ad hoc subcommittee will be established to review co-sponsorship applications and will forward recommendations to the full Committee for consideration and approval.

## Presentations

At its June meeting, the Committee received a presentation on the 2009-2010 Monitoring Report of the City of Saskatoon Employment Equity Program. This report was also submitted to City Council and to the Saskatchewan Human Rights Commission. It outlined the progress up until December 2010 in implementing the Employment Equity Program.

## Updates from the Cultural Diversity and Race Relations Coordinator

Through regular updates from the Cultural Diversity and Race Relations Coordinator, the Committee was made aware of initiatives happening at the administrative level regarding the Cultural Diversity and Race Relations Program. This is an important component of Committee meetings to increase awareness of what the administrative priorities are and making the connection with the Committee's focuses.

The Coordinator continues to play a key role in organizing events for Cultural Diversity and Race Relations Month and in engaging youth at the host schools in helping to organize the Living in Harmony Ceremony. This was an important element in connecting to the Committee's focus on youth at the elementary and high school levels and creating an awareness of cultural diversity and race relations at an early age. The Cultural Diversity and Race Relations Coordinator also partnered with Youth Launch to promote youth leadership and to develop a Youth Action Network. This was launched at the 4<sup>th</sup> Annual Youth Leadership Summit in February.

The Committee received updates from the Coordinator on a number of other initiatives, including adult conversation circles being held in follow up to adult perception surveys and focus groups; work being done with University of Saskatchewan graduate students on the development of an anti-racism toolkit; participation with other organizations and community groups in bringing Tim Weiss, anti-racism educator, to Saskatoon to lead workshops and public lectures; and participation in anti-racism training and community dialogue.

The Committee appreciates the efforts of the Cultural Diversity and Race Relations Coordinator in developing a banner for the Committee. The intent is to use the banner at events where the Committee has a presence, to increase awareness of cultural diversity and race relations issues. The Co-ordinator also organized the presentation and unveiling of the banner at Pleasant Hill School in June, to recognize the student who did the artwork for the banner and the teacher involved in promoting the Living in Harmony Contests.

The Committee was pleased to receive the 2010 Annual Report of the Cultural Diversity and Race Relations Co-ordinator at its September meeting. The annual report, which was submitted to City Council, addresses priorities and initiatives for the year, along with the progress in terms of the community outcomes of the Cultural Diversity and Race Relations Policy.

### Updates from Immigration Community Resource Coordinator

The Committee continued to receive regular updates from the Immigration Community Resource Coordinator on immigration initiatives, including providing bus tours for international students on campus; developing resource materials for use in City programs and for other groups; hosting Saskatoon Speaks session for newcomers; providing information sessions for various departments regarding immigration issues; presenting information to community associations regarding volunteer recruitment and opportunities to engage immigrants; establishing program templates for multicultural programming for community associations and other community-based organizations; assisting in developing a travelling exhibit of the Cultural Diversity and Race Relations Living in Harmony submissions; continuing to work with Human Resources on including cultural competency and anti-racism training in the corporate training calendar; participating in the Youth Summit; reviewing what has happened in the last five years in the immigration project and determining the next steps--to highlight just a few of the many initiatives undertaken by the Immigration and Community Resource Coordinator.

The Committee was invited to participate in intercultural training sessions in March and invited to provide input to Citizenship and Immigration Canada on immigration issues. The Committee appreciates these opportunities and supports the work of the Immigration Community Resource Coordinator in continued efforts to address issues faced by immigrants and working with other levels of government and community agencies and organizations in addressing barriers and in creating an inclusive and welcoming community. The Committee was pleased to review the annual update regarding immigration initiatives, as presented to City Council in June.

### Focus for 2012

The Committee held a planning session in November 2011 to determine future focuses. The Committee will continue to focus on youth initiatives and to support learning and awareness opportunities between Aboriginal and immigrant communities. The Committee will also look at ways to involve families and increase awareness and understanding of cultural diversity and race relations issues in our community.

The Cultural Diversity and Race Relations Committee will continue to participate in events during Cultural Diversity and Race Relations Month and to co-sponsor events throughout the year to assist the Committee in achieving its education and awareness mandate.

Over the next couple of years, the Committee will working with the Administration focusing more on determining further ways to monitor the success of the Cultural Diversity and Race Relations Policy in achieving the following four community outcomes:

- The workforce will be representative of the population of Saskatoon;
- There will be zero tolerance for racism and discrimination in Saskatoon;
- Community decision-making bodies will be representative of the whole community of Saskatoon; and
- There will be awareness and understanding in the community regarding the issues, and acceptance of the various cultures that make up Saskatoon.

The Committee, through the organizations represented on the Committee, and through its connections with other groups in the community, hopes to build on the awareness of the above community outcomes. The Committee will continue to look for more opportunities to share information about the successes of community partners in meeting the above outcomes and in celebrating their efforts in creating an inclusive community, where ethno-cultural diversity is welcomed and valued, and where everyone can live with dignity and to their full potential, without facing racism or discrimination, as set out in the Cultural Diversity and Race Relations Policy. The Committee looks forward to further opportunities to advise City Council on ways to continue to create an inclusive and welcoming community.

Submitted by,



for 

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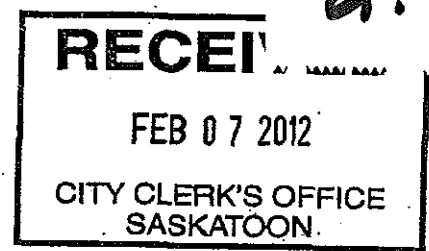
Mr. Michael San Miguel, 2011 Chair  
Cultural Diversity and Race Relations Committee



430-62  
2.

ADVISORY COMMITTEE REPORT

**TO:** Planning and Operations Committee  
**FROM:** Visual Arts Placement Jury  
**DATE:** January 23rd, 2012  
**SUBJECT:** 2011 Annual Report – Visual Arts Placement Jury  
**FILE NO:** (CK. 175-44)



RECOMMENDATION: that the information be received and submitted to City Council.

BACKGROUND

The following were members of the Visual Arts Placement Jury in 2011:

- Ms. Susan Shantz, (public at large), Chair
- Mr. Edward Gibney, (Prairie Sculptors' Association) Vice Chair
- Mr. Lloyd Isaak, (Meewasin Valley Authority)
- Mr. Paul Ferguson, (CARFAC)
- Ms. Barbara Beavis, (public at large)
- Mr. Jordan Schwab, (public at large)
- Ms. Seanine Warrington, (public at large)

The Visual Arts Placement Jury (VAPJ) met 7 times in 2011.

MANDATE

The Visual Arts Placement Jury was established in 1990 to adjudicate on the appropriateness and quality of art for placement in open space, civic facilities and other City-owned property, with the exception of the Mendel Art Gallery.

The mandate of the Jury includes the following:

- a) To review proposed works of art, communicating with the artist and/or donor, where applicable and as necessary;
- b) To adjudicate proposed works of art according to specific criteria developed through consultation with experts in the field and to table its selection criteria with City Council as information;
- c) To make the final decision on accepting donations of art;
- d) To consider recommendations from the Administration on three suitable locations for each permanent work of art and to provide advice to City Council on the preferred location for the work of art;
- e) To provide advice to City Council on the purchase of works of art;
- f) To provide advice to City Council on proposed amendments to the Visual Arts Placement Policy; and
- g) To work with the Urban Design Committee in selecting sites for the Placemaker Public Art Program; to adjudicate submissions received; to make selections based on criteria specified on the submission call document; and to assist in matching the selections with the appropriate sites.

The Visual Arts Placement Jury is required to submit an annual report on its activities to City Council through the Planning and Operations Committee. This report was prepared in response to that requirement.

## REPORT

The Jury addressed the legal issues of privately-owned sculptures that were permitted to be displayed on City property.

The Jury addressed the need to keep updating the Visual Arts Placement Jury (VAPJ) Web page, especially in years when the Placemaker Public Art Program is in an off year (The Program runs every three years). The Jury also discussed ways to use the web page to publicize the new additions to the Placemaker Public Art Program and planned to include an interactive map that would introduce the existing sculptures and their creators.

The Kinsmen Park Project also came across the Jury's table, mainly in order to include the Jury in the stakeholder process, but also to obtain input on certain aspects of the project involving public art.

The Jury's main focus this past year has been research into the current public art programs and educational endeavors of other Canadian cities, in order to seek options. In August the members of the Visual Arts Placement Jury toured the current sites of the Placemaker Public Art Program as well as the City's public art sculpture collection, giving newer members of the Jury a better understanding of the current Program and allowing the senior Jury members a chance to discuss issues faced in selecting sculptures available through the current Program. The members returned from the tour with a better understanding of their role in the process.

The Jury's October meeting was an educational meeting with guest Rachael Seupersad, Superintendent of Public Art, Arts and Culture Division, City of Calgary who spoke on the Policies and Programs used for the Arts in Calgary. Discussions covered a wide range of topics including the upkeep of their older collection of art, programs for the display of this collection, and their "Percent for Art" policy in which 1% of municipal project costs (if a project is over \$1 Million dollars) goes to public art.

During the year the remaining sculptures from the 2011 Placemaker Program were installed.

- Les Potter's *Harvest Collection*, was installed near 19<sup>th</sup> Street and Avenue B
- *Play* by Patti Shiplett was installed in the North side of City Hall
- *Winds are upon Us* by Kent Pointon was installed next to the Downtown Library
- *Self Portrait* by Patti Shiplett was installed next to the Downtown Library

The Shaw Centre sculpture, awarded to Les Potter and Alicia Popoff, remains on hold as efforts continue to find financial backing for the project. The Visual Arts Placement Jury is sincere in its concern that this project proceed, in that this project is the first such effort by the City to hold a competition for an indoor sculpture commission and the Jury is hoping that this process ends with a positive outcome.

The Jury adjudicated on one Application for Donation of Artwork in 2011. The Saskatchewan Perennial Society submitted an application for donation of a sculpture entitled 'The Raven', by Deb Jensen, sculptor and cast by Jim Jensen. The Society recommended placement in the Forestry Farm Park and Zoo as "a natural place to be". This donation of this life-size sculpture, depicting a Raven in flight, would be secured on an existing pole in the Heritage Rose Garden. The Jury supported acceptance of this sculpture as a representational piece, for placement in the Rose Garden at the Forestry Farm Park.

The Jury is also awaiting the development and implementation of a policy on the donation of artwork which is currently under review by the City.

### CONCLUDING COMMENTS

The Visual Arts Placement Jury is pleased with the success of the Placemaker Public Art Program and is excited about the potential that this program holds for possible site expansion and inclusion of murals. The Jury also looks forward to new adjudication possibilities, such as the Shaw Centre Commission, should they arise.

The importance of Culture to the life of the City of Saskatoon is becoming quite obvious and the public placement of sculpture is a very important part of the image of the City. The members of the Visual Arts Placement Jury encourage the City to investigate the development of a "Percent for Art" Policy whereby larger Civic projects would also include funds for the permanent placement and inclusion of art in, on and around Public Buildings. The City of Calgary has one such program to look to as an example of a working Percent for Art Policy.

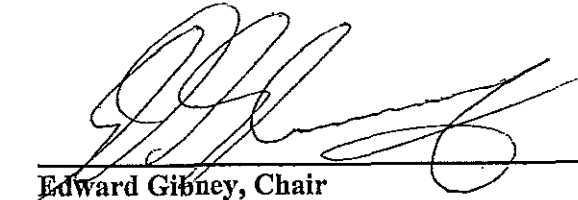
Members of the Visual Arts Placement Jury are all volunteers and this opportunity could not go by without extending a thank you to them for their generous sharing of time, considered opinions, and considerable and varied expertise.

The important cultural policies of City Council are made manifest in the community through the dedication, generosity, and support of the participating artists, and the Business Improvement Districts, and thanks are due here as well.

The Jury, and indeed the City is extremely fortunate to have the ongoing, timely and accurate support of the Administrative Staff. Special thanks are extended to Marlene Hall, Deputy City Clerk, Genevieve Russell with the Urban Design Department, Genevieve's replacement Liz Hartman and Frances Westlund, Arts and Grants Consultant.

Written by: **Edward Gibney, Chair**

Approved by:



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**Edward Gibney, Chair**  
**Visual Arts Placement Jury**  
**Signed February 6, 2012**

**ADVISORY COMMITTEE REPORT**

**TO:** Secretary, Planning and Operations Committee  
**FROM:** Chair, Traffic Safety Committee  
**DATE:** February 14, 2012  
**SUBJECT:** 2011 Annual Report – Traffic Safety Committee  
**FILE NO.** CK. 430-59

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**RECOMMENDATION:** that the information be received and forwarded to City Council for information.

**REPORT**

The mandate of the Traffic Safety Committee is to provide advice to City Council on policy matters relating to traffic safety. The Committee reports to City Council through the Planning and Operations Committee. The Committee also provides education and awareness programs relating to traffic safety.

Membership on the Committee for 2011 included:

Councillor Maurice Neault  
 Ms. Debbie Banks, representing the general public  
 Mr. Om Kochar, representing the general public  
 Mr. Adam Toth, representing the general public  
 Ms. Kirsten Hnatuk, representing the general public  
 Mr. Lloyd Driedger, representing the Saskatchewan Trucking Association  
 Mr. Brian Fehr, representing the Saskatoon and District Safety Council  
 Mr. Brady Ives, representing SGI – Traffic Safety Promotion Division  
 Ms. Treena Abdellatif, representing the Saskatoon Health Region  
 Mr. Ken Claffey, representing the Board of Education for Saskatoon Schools – Driver Education  
 Mr. Gregg Willie, representing the Citizens' Advisory Council of the Saskatoon Board of Education  
 Sergeant Dan Bryden, representing the Saskatoon Police Service – Traffic Division

**SUMMARY OF ACTIVITIES FOR 2011**

**Traffic Safety Education and Awareness**

As part of the Traffic Safety Committee's initiative to promote traffic safety, the Committee with the assistance of Rawlco Transit prepared a bus wrap advertisement which was displayed on one bus for 12 weeks beginning the week of June 20, 2011. The advertisement read "Life is Precious—Watch for Pedestrians". The Committee also, with the assistance of Pattison Outdoor Advertising, prepared a transit shelter panel for eight different transit shelter locations throughout the city which read "Stop Jaywalking..and no one gets hurt".

## Referrals from City Council

The Committee considered the following referrals from City Council:

### Communication from Nina Henry – Use of Trails and Walkways

Ms. Henry's letter addressed concerns regarding walkway etiquette with respect to inconsiderate cyclists, rollerbladers, and skateboarders. The Committee resolved that the information be received.

### School Travel Plan

The Traffic Safety Committee initially received a referral from City Council from the *in motion* Consultant, Health Promotion, Saskatoon Health Region at its meeting held on November 9, 2010, at which time the Committee received a presentation on the School Travel Plan Program. The School Travel Plan program is a national program led by Green Communities Canada with goals of reducing the number of vehicles around schools at drop-off and pick-up times; improving local air quality; creating safer streets for young pedestrians and cyclists; and increasing the number of physically active students. Ms. Bree Rooke *in motion* Consultant, provided an update to the Committee at its September 13, 2011 meeting. Ms. Rooke identified the key issues common throughout the schools which are school zone speeding, school congestion, snow pile ups, crosswalk safety near schools and bike theft. The Committee resolved that the information be received.

## Reports/Presentations from Administration

The Administration reviewed the 2010 Traffic Characteristics Report with the Committee and provided verbal reports on matters raised by the Committee.

## Issues Identified by Committee Members


Throughout the year, the Committee identified a number of traffic safety concerns. The Administration reviewed the following concerns and took appropriate action if required, as well as responded to the Committee verbally:

- Street sanding - prioritization and monitoring.
- Right turn on to Taylor Street exit (heading west) from Circle Drive (heading south).
- Rail crossings on 33<sup>rd</sup> Street eastbound at Warman Road.
- Residential street snow grading/removal prior to spring thaw.
- Eastbound on Ruth Street at Lorne Avenue – no left turn.
- Eastbound on 22<sup>nd</sup> Street at Diefenbaker Drive – need for right turn lane.
- Vehicles heading west on Marquis Drive and turning right on Highway 16 – need for acceleration lane.
- Semi tractors on 22<sup>nd</sup> Street coming from Highway 7 are turning prior to Circle Drive northbound exit and ending up on Valley Road – need for improved signage.
- Unpredictable pedestrian crossings on 22<sup>nd</sup> Street.

- Northbound on Kenderdine Road to westbound on Attridge Drive – need for a left turn arrow.
- Signage northbound on Cumberland Avenue at 8<sup>th</sup> Street.
- Eastbound on Ruth Street at Lorne Avenue - left lane sign.
- Westbound on 23<sup>rd</sup> Street to southbound on Idylwyld Drive – need for improved signage.
- Use of cell phone while driving and the possibility of increasing fines.

### Plans for 2012

The Traffic Safety Committee, in consultation with the Administration, will pursue opportunities for further traffic safety education.

  
for \_\_\_\_\_  
Mr. Ken Claffey, Chair  
Traffic Safety Committee

**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Infrastructure Services Department  
**DATE:** February 14, 2012  
**SUBJECT:** 2011 Status Report on Neighbourhood Traffic Calming Program  
**FILE:** IS. 6320-1

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**RECOMMENDATION:** that the following report be submitted to City Council for its information.

### **REPORT**

Saskatoon residents have indicated that they want safe streets, free of hazards, while maintaining easy vehicular access to their properties. The Transportation Branch, Traffic Management Group focuses on initiatives to make the City of Saskatoon's neighbourhoods and streets more liveable.

Most neighbourhood traffic concerns are the result of either too much traffic or speeding. Traffic calming uses physical measures to encourage motorists to reduce short cutting through neighbourhoods and to slow down, thereby reducing collisions and enhancing safety for pedestrians. Traffic calming is used on local and collector roadways, but is typically avoided on arterial roadways, as the primary function of arterials is to move traffic and act as an emergency and/or transit route.

It should be noted that traffic calming is now incorporated in the design of new residential neighborhoods and is included in the initial construction. For instance, the Evergreen neighborhood is being designed taking into consideration an anticipated pedestrian network based on adjacent land uses (i.e. enhanced pedestrian crossings are being constructed at major crossings near schools and parks, etc.). This will prevent the need to retrofit roadways after the fact.

When a request from the public or Council for traffic calming is received, a detailed traffic study is undertaken, which includes the collection of traffic data such as volume, speed, pedestrian counts and an analysis of the vehicle collision history. Site reviews are also done.

To measure speed, the Administration uses the 85<sup>th</sup> percentile (the speed at which 85 percent of the vehicles are travelling at or below). On a local or collector roadway, it is typically acceptable for the speed to be within five kph of the posted speed limit before traffic calming devices are considered.

To measure volume, the Administration compares the data collected to the design of the specific roadway. Attached is a list of the City of Saskatoon's roadway classifications and characteristics (Attachment 1). Local roadways are intended to carry between 1,000 vehicles per day (vpd) in a residential area, and up to 5,000 vpd in a commercial area. Collectors are designed to carry up to 5,000 vpd in a residential area, and up to 10,000 vpd in a commercial area. If a traffic count is within these guidelines, traffic calming will not be considered.



Pedestrian and collision history are also considered when reviewing the need for traffic calming. Most schools zones have traffic calming. Mid-block crossings are typically avoided unless special circumstances exist.

Traffic calming is not an exact science, and there is no specific measure that will guarantee an exact outcome. Land use, roadway design and road condition all impact driver behaviour. A solution that is successful in one area may not have the same impact in another. The tool box for traffic calming includes a number of measures, which can be applied alone or in combination, to achieve the desired results. Therefore, retrofit traffic calming is initially installed using temporary rubber curbs, when possible. If the device proves to be effective and positive feedback is obtained from neighbourhood residents, it will then be made permanent.

The City of Saskatoon uses the following standard traffic calming devices:

- Curb extensions - narrow the roadway as well as decrease the crossing distance for pedestrians and improve visibility. Council approval is not required for these measures.
- Pedestrian refuge islands (centre median islands) - slow down traffic and allow pedestrians a place of refuge when crossing. Centre medians also provide the ability to place additional signage. Council approval is not required for these measures.
- Diverters, directional closures or full closures - reduce traffic volume on a street by redirecting traffic. Council approval is generally sought for these types of measures as public notice is required to make them permanent.
- Speed humps, raised crosswalks or raised intersections (vertical traffic calming) - assist in slowing traffic. Vertical traffic calming is typically avoided on streets that are considered emergency or transit routes. Public consultation is often conducted prior to implementation as they result in vehicle vibration and noise to the surrounding area. Unlike other traffic calming devices, vertical measures are installed permanently immediately, as temporary measures are not effective. Council approval is not required for these measures.

The annual Neighborhood Traffic Calming Program includes the review of neighborhood traffic related complaints, installation of temporary traffic calming measures, maintenance of existing temporary locations and conversions to permanent locations based on the level of funding allocated to Capital Project 1512 - Neighborhood Traffic Management, which is funded from the Traffic Safety Reserve, which in turn is funded from the City's portion of Red Light Camera revenues. Although the total amount of funding allocated to Capital Project 1512 annually is approximately \$250,000, construction and/or installation of traffic calming projects receives approximately \$100,000 per year. The remaining funds are required for staff resources to conduct reviews and for other traffic safety related projects, such as the installation or upgrading of pedestrian devices and geometric improvements to turning bays or median breaks.

In 2012, Capital Project 2446 - Pedestrian Upgrades and Enhanced Pedestrian Safety was created to specifically fund upgrades to pedestrian crossings, and to clarify the allocation of the funds within the Neighbourhood Traffic Calming Program to better reflect the projects it is used for.

Approximately 80 requests are received annually. The majority of these requests require a detailed site review, the completion of a pedestrian and/or traffic study and an analysis of data. Depending on the recommendations, detailed design may also be required; as well as documentation of changes in traffic flow/speed, etc. On average, one request requires approximately 40 hours to complete. More complex issues, particularly those requiring public consultation, may require additional time. With current staffing resources, a backlog of requests has been created and continues to increase. The average delay to address concerns is approximately four months.

Currently, there is an outstanding list of 44 temporary locations which need to be converted to permanent. Typically, 8 to 10 centre medians and 3 to 4 curb extensions are converted annually. (Curb extensions may involve the relocation of catch basins to ensure proper drainage.) Attachment 2 provides a list of temporary locations, when they were initially installed, and the estimated cost to convert them to permanent. The total cost to convert all 44 locations is estimated to be \$930,000.

In 2011, Capital Project 1512 funded 16 conversions and the installation of 20 new temporary locations (Attachment 3), as well as the median opening at Armistice Way, for a total of \$220,000. In addition, 24 existing temporary locations were maintained at a total cost of approximately \$30,000. Attachment 4 includes the list of the temporary calming locations by ward.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

### **PUBLIC NOTICE**

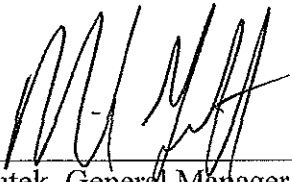
Public Notice pursuant to Section 3 of Policy C01-021, Public Notice Policy, is not required.

### **ATTACHMENTS**

1. Typical City of Saskatoon Roadway Classifications and Characteristics;
2. List of Temporary Locations and Costs for Conversion to Permanent Locations;
3. 2011 Permanent Conversion List and 2011 Temporary Devices; and
4. List of Temporary Calming by Ward and Councillor.

Written by: Shirley Matt, Traffic Management Engineer  
Transportation Branch

Approved by: Angela Gardiner Manager  
Transportation Branch

Approved by:   
Mike Gutek, General Manager  
Infrastructure Services  
Dated: FEB 17, 2012

Copy to: Murray Totland  
City Manager

PO SM Neighbourhood Traffic Calming Status Report

## Typical City of Saskatoon Roadway Classifications and Characteristics

|                             | Public Lanes  |       | Locals   |                                   | Collectors   |                                   | Arterials  |  | Expressways                            | Freeways                               |
|-----------------------------|---|-------|--|-----------------------------------|--|-----------------------------------|--|--|--|--|
|                             | Res.  | Comm. | Res.   | Comm.                             | Res.   | Comm.                             | Minor  | Major                                  |  |  |
| Traffic function            | Access function only (traffic movement not a consideration) |       | Access primary function (traffic movement secondary consideration) |                                   | Traffic movement and land access of equal importance |                                   | Traffic movement major consideration                               | Traffic movement primary consideration | Traffic movement primary consideration | Traffic movement primary consideration |
| Traffic Volume              | <500  | <1000 | <1000  | <5000                             | <5000  | 8,000-10,000                      | 5000-25,000 (~12,000)  | 10,000-50,000                          | >10,000                                | >20,000                                |
| Typical Speed Limits (km/h) | 20  |       | 50   |                                   | 50   |                                   | 60   | 60-70                                  | 80-90                                  | 80-120                                 |
| Transit Service             | Not permitted   |       | Generally avoided  |                                   | Permitted  |                                   | Permitted  | Permitted                              | Permitted                              | Permitted                              |
| Cyclist                     | No restrictions or special facilities                       |       | No restrictions or special facilities                              |                                   | No restrictions or special facilities                |                                   | Lane widening or special facilities may be provided                |  | Prohibited (provided off road)         |  |
| Pedestrians                 | Permitted, no special facilities                            |       | Sidewalks on one or both sides                                     | Sidewalks provided where required | Typically sidewalks provided both sides              | Sidewalks provided where required | Sidewalks may be provided, separation from traffic lanes preferred |  | Pedestrians prohibited                 | Pedestrians prohibited                 |
| Parking                     | Restricted  |       | No restrictions or restriction on one side only                    |                                   | Few restrictions other than peak hour                |                                   | Permitted, restricted or prohibited                                | Prohibited or peak hour restrictions   | Prohibited                             | Prohibited                             |

Attachment 1

## List of Temporary Locations and Costs for Conversion to Permanent Locations

| #  | Year Installed (Temporary) | Location   | Device          | Estimated Costs | Done by      | Year to be Installed Permanent |
|----|----------------------------|--|-----------------|-----------------|--------------|--------------------------------|
| 1  | 2007                       | Somers Road & Konihowski Road                    | curbs           | \$30,000.00     | Contract     | 2012                           |
| 2  | 2007                       | Assiniboine Drive & Churchill Drive              | curbs           | \$30,000.00     | Contract     | 2012                           |
| 3  | 2008                       | Centennial Drive & Patterson & Haviland Crescent | Curbs           | \$30,000.00     | Contract     | 2012                           |
| 4  | 2008                       | Centennial Drive at McDougal Cres                | 1 - island      | \$1,500.00      | Public works | 2012                           |
| 5  | 2009                       | Adilman Drive & Silverwood Road                  | 1- islands      | \$1,500.00      | Public Works | 2012                           |
| 6  | 2009                       | Adilman Drive & Broadbent Ave                    | 2- islands      | \$2,800.00      | Public works | 2012                           |
| 7  | 2009                       | Adilman Drive & Rowles                           | 1 -islands      | \$1,500.00      | Public works | 2012                           |
| 8  | 2009                       | Isabella Street & Eastlake Ave                   | 1-island        | \$1,500.00      | Public Works | 2012                           |
| 9  | 2010                       | Russell Road & Meillicke Road                    | 2-islands       | \$2,800.00      | Public Works | 2012                           |
| 10 | 2010                       | Richardson Road & Ave W                          | 2-islands       | \$2,800.00      | Public works | 2012                           |
| 11 | 2008                       | Centennial Drive at Haviland Crescent            | Curbs           | \$40,000.00     | Contract     | 2013                           |
| 12 | 2009                       | 18th Street & Witney Ave S                       | island and Curb | \$20,000.00     | Contract     | 2013                           |
| 13 | 2009                       | Emmeline Rd midblock @ Lakeridge School          | curbs           | \$17,000.00     | contract     | 2013                           |
| 14 | 2009                       | Emmeline Rd & Swan Crescent (W)                  | curbs           | \$14,000.00     | Contract     | 2013                           |
| 15 | 2010                       | 115th Street & Kenderdine Road                   | 4- islands      | \$5,000.00      | Public works | 2013                           |
| 16 | 2011                       | Egbert & 110th Street                            | 1- island (W)   | \$1,500.00      | Public works | 2013                           |
| 17 | 2011                       | Salisbury Drive, 75 m west of Conn Ave           | 2-island (E, S) | \$2,800.00      | Public Works | 2013                           |
| 18 | 2008                       | Silverwood Rd & O'Brien/A.E. Adams Cres          | curbs           | \$50,000.00     | Contract     | 2014                           |
| 19 | 2008                       | Silverwood Rd & Chan/JJ.Thessen Crescent         | curbs           | \$56,000.00     | Contract     | 2014                           |
| 20 | 2009                       | Kingsmere Blvd & Wakaw Cres (East Leg)           | curbs           | \$57,000.00     | Contract     | 2015                           |
| 21 | 2009                       | Clarence Ave & Cascade Street                    | curbs           | \$50,000.00     | Contract     | 2016                           |
| 22 | 2009                       | Cowley Road & Forsyth way                        | curbs           | \$50,000.00     | Contract     | 2016                           |
| 23 | 2010                       | Betts Ave & Hart Road                            | Curbs           | \$20,000.00     | Contract     | 2017                           |
| 24 | 2010                       | 37th Street (60 m East of Byers Crescetin)       | curbs           | \$45,000.00     | Contract     | 2017                           |

**List of Temporary Locations and Costs for Conversion to Permanent Locations**

| #  | Year installed (Temporary) | Location                                       | Device                   | Estimated Costs | Done by      | Year to be Installed Permanent |
|----|----------------------------|--|--------------------------|-----------------|--------------|--------------------------------|
| 25 | 2010                       | Balmoral Street & 9th Avenue                   | curbs                    | \$40,000.00     | Contract     | 2017                           |
| 26 | 2010                       | Montreal & 23rd Street                         | curbs/islands            | \$45,000.00     | Contract     | 2017                           |
| 27 | 2011                       | 9th Street & McPherson Ave                     | traffic circle           | \$30,000.00     | Contract     | 2018                           |
| 28 | 2011                       | Ave G & 21st Street                            | curb                     | \$20,000.00     | Contract     | 2018                           |
| 29 | 2011                       | 21st Street & Ave F South                      | curbs                    | \$20,000.00     | Contract     | 2018                           |
| 30 | 2011                       | Salisbury Drive & Early Drive                  | curb ( island)           | \$30,000.00     | Contract     | 2018                           |
| 31 | 2011                       | Witney Ave & Rylston Road                      | curb island              | \$20,000.00     | Contract     | 2019                           |
| 32 | 2011                       | Spadina Crescent West & Avenue D South         | curb                     | \$10,000.00     | Contract     | 2019                           |
| 33 | 2011                       | Spadina Crescent West & Avenue C South         | curb                     | \$10,000.00     | Contract     | 2019                           |
| 34 | 2011                       | Avenue C North & 38th Street West              | diverter                 | \$50,000.00     | Contract     | 2019                           |
| 35 | 2011                       | Spadina Crescent West & 17th Street West       | 1 - island               | \$1,500.00      | Public Works | 2019                           |
| 36 | 2011                       | Garvie Road & McWillie Avenue                  | 1-island (               | \$1,500.00      | Public Works | 2019                           |
| 37 | 2011                       | Garvie Road & Scissons Crescent                | 1-island                 | \$1,500.00      | Public Works | 2019                           |
| 38 | 2011                       | McClocklin Road & West Hampton Boulevard       | 1-island                 | \$1,500.00      | Public Works | 2019                           |
| 40 | 2011                       | McClocklin Road & McKague Crescent (E)         | curb) island             | \$30,000.00     | Contract     | 2020                           |
| 41 | 2011                       | McClocklin Road & McKague Crescent (W)         | curb (NE, SE) island (E) | \$30,000.00     | Contract     | 2020                           |
| 42 | 2011                       | Saskatchewan Crescent West & Idylwyld Crescent | curb (SW, SE)            | \$20,000.00     | Contract     | 2020                           |
| 43 | 2011                       | Saskatchewan Crescent & McPherson Avenue       | curb (SW) midblock (N)   | \$20,000.00     | Contract     | 2020                           |
| 44 | 2011                       | Milton Street - 100m East of Macklem Drive     | island (midblock)        | \$1,500.00      | Public works | 2020                           |

| 2011 Permanent Conversion List |   |                     |
|--------------------------------|---|---------------------|
| #                              | Location                                    | Device              |
| 1                              | Briarwood Road & Briargate Road             | island              |
| 2                              | Briarwood Road & Brivale Road               | island              |
| 3                              | Berini Drive & Kerr Road                    | islands             |
| 4                              | Gray Ave & Berini Drive                     | islands             |
| 5                              | Boychuk Drive & Laurentian Drive (North)    | islands             |
| 6                              | Spadina Crescent & Duke Street              | curbs               |
| 7                              | Spadina Crescent & Duchess Street           | curbs               |
| 8                              | Clarence Ave & Glasgow Street               | islands             |
| 9                              | Glasgow Street & MacEachern Ave             | islands             |
| 10                             | Konihowski Rd & Rever Road                  | island              |
| 11                             | Main Street & Arlington Ave                 | islands             |
| 12                             | 105th Street & McKercker Drive              | islands             |
| 13                             | Briarwood Road & Briarvale Road (South leg) | island - 4-way stop |
| 14                             | Eastlake Ave & 11th Street E                | island- 2-way stop  |
| 15                             | Hart Road & Bowlt Cres (East leg)           | island              |
| 16                             | Briarwood Road & Briargate Road             | island              |

| 2011 Temporary Devices |  |                             |
|------------------------|--|-----------------------------|
| #                      | Location                                       | Device                      |
| 1                      | Egbert & 110th Street                          | island (W)                  |
| 2                      | 9th Street & McPherson Ave                     | traffic circle              |
| 3                      | Ave G & 21st Street                            | curb                        |
| 4                      | 21st Street & Ave F South                      | curbs                       |
| 5                      | Salisbury Drive & Early Drive                  | curb (NE, NW) island (N, S) |
| 6                      | Salisbury Drive, 75 m west of Conn Ave         | island (E, S)               |
| 7                      | Witney Ave & Rylston Road                      | curb (SE) island (S)        |
| 8                      | Spadina Crescent West & 17th Street West       | island (W)                  |
| 9                      | Spadina Crescent West & Avenue D South         | curb (NE)                   |
| 10                     | Spadina Crescent West & Avenue C South         | curb (NW)                   |
| 11                     | Avenue C North & 38th Street West              | diverter (SW-NE)            |
| 12                     | Garvie Road & McWillie Avenue                  | island (E)                  |
| 13                     | Garvie Road & Scissons Crescent                | island (E)                  |
| 14                     | McClocklin Road & McKague Crescent (E)         | curb (NE) island (E)        |
| 15                     | McClocklin Road & McKague Crescent (W)         | curb (NE, SE) island (E)    |
| 16                     | McClocklin Road & West Hampton Boulevard       | island (W)                  |
| 17                     | Adilman Drive & Russell Rd - Biro Place        | island (S)                  |
| 18                     | Milton Street - 100m East of Macklem Drive     | island (midblock)           |
| 19                     | Saskatchewan Crescent West & Idylwyld Crescent | curb (SW, SE)               |
| 20                     | Saskatchewan Crescent & McPherson Avenue       | curb (SW) midblock (N)      |

Attachment 4  
Locations by Ward and Councillor

| Year Installed | Location   | Councillor   | Ward | Calming Device              |
|----------------|--|--------------|------|-----------------------------|
| 2007           | Assiniboine Drive & Churchill                    | Darren Hill  | 1    | curbs                       |
| 2010           | Balmoral Street & 9th Avenue                     | Darren Hill  | 1    | curbs                       |
| 2011           | Egbert & 110th Street                            | Darren Hill  | 1    | island (W)                  |
| 2011           | Avenue C North & 38th Street West                | Darren Hill  | 1    | diverter (SW-NE)            |
|                |  |              |      |                             |
| 2009           | 18th Street & Witney Ave S                       | Pat Lorje    | 2    | island and Curb             |
| 2010           | Montreal & 23rd Street                           | Pat Lorje    | 2    | curbs/islands               |
| 2011           | Ave G & 21st Street                              | Pat Lorje    | 2    | curb                        |
| 2011           | 21st Street & Ave F South                        | Pat Lorje    | 2    | curbs                       |
| 2011           | Witney Ave & Rylston Road                        | Pat Lorje    | 2    | curb (SE)<br>island (S)     |
| 2011           | Spadina Crescent West & 17th Street West         | Pat Lorje    | 2    | island (W)                  |
| 2011           | Spadina Crescent West & Avenue D South           | Pat Lorje    | 2    | curb (NE)                   |
| 2011           | Spadina Crescent West & Avenue C South           | Pat Lorje    | 2    | curb (NW)                   |
|                |  |              |      |                             |
| 2008           | Centennial Drive & Patterson & Haviland Crescent | Ann Iwanchuk | 3    | Curbs                       |
| 2008           | Centennial Drive at Haviland Crescent            | Ann Iwanchuk | 3    | Curbs                       |
| 2008           | Centennial Drive at McDougall                    | Ann Iwanchuk | 3    | island                      |
| 2010           | Betts Ave & Hart Road                            | Ann Iwanchuk | 3    | Curbs                       |
|                |  |              |      |                             |
| 2011           | Milton Street - 100m East of Macklem Drive       | Myles Heidt  | 4    | island (midblock)           |
| 2010           | 37th Street (60 m East of Byers Crescetn)        | Myles Heidt  | 4    | curbs                       |
| 2010           | Richardson Road & Ave W                          | Myles Heidt  | 4    | islands                     |
| 2011           | McClocklin Road & McKague Crescent (E)           | Myles Heidt  | 4    | curb (NE)<br>island (E)     |
| 2011           | McClocklin Road & McKague Crescent               | Myles Heidt  | 4    | curb (NE, SE)<br>island (E) |



Attachment 4  
Locations by Ward and Councillor

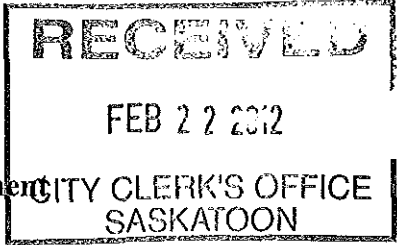
|      |  |                 |   |                                |
|------|--|-----------------|---|--------------------------------|
|      | (W)  |                 |   |                                |
| 2011 | McClocklin Road & West Hampton Boulevard       | Myles Heidt     | 4 | island (W)                     |
|      |  |                 |   |                                |
| 2008 | Silverwood Rd & O'Brien/A.E. Adams Cres        | Randy Donauer   | 5 | curbs                          |
| 2008 | Silverwood Rd & Chan/JJ.Thessen Crescent       | Randy Donauer   | 5 | curbs                          |
| 2009 | Adilman Drive & Silverwood Road                | Randy Donauer   | 5 | islands                        |
| 2009 | Adilman Drive & Broadbent Ave                  | Randy Donauer   | 5 | islands                        |
| 2009 | Adilman Drive & Rowles                         | Randy Donauer   | 5 | islands                        |
| 2010 | Russel Road & Meilicke Road                    | Randy Donauer   | 5 | islands                        |
| 2011 | Adilman Drive & Russell Rd - Biro Place        | Randy Donauer   | 5 | island (S)                     |
|      |  |                 |   |                                |
| 2009 | Isabella Street & Eastlake Ave                 | Charlie Clark   | 6 | island                         |
| 2011 | 9th Street & McPherson Ave                     | Charlie Clark   | 6 | traffic circle                 |
| 2011 | Saskatchewan Crescent West & Idylwyld Crescent | Charlie Clark   | 6 | curb (SW, SE)                  |
| 2011 | Saskatchewan Crescent & McPherson Avenue       | Charlie Clark   | 6 | curb (SW)<br>midblock (N)      |
|      |  |                 |   |                                |
| 2009 | Clarence Ave & Cascade Street                  | Mairin Loewen   | 7 | curbs                          |
|      |  |                 |   |                                |
| 2011 | Salisbury Drive & Early Drive                  | Glen Penner     | 8 | curb (NE, NW)<br>island (N, S) |
| 2011 | Salisbury Drive, 75 m west of Conn Ave         | Glen Penner     | 8 | island (E, S)                  |
|      |  |                 |   |                                |
| 2009 | Kingsmere Blvd & Wakaw Cres (East Leg)         | Tiffany Paulsen | 9 | curbs                          |
| 2009 | Emmeline Rd midblock @ Lakeridge School        | Tiffany Paulsen | 9 | curbs                          |
| 2009 | Emmeline Rd & Swan Crescent (W)                | Tiffany Paulsen | 9 | curbs                          |
|      |  |                 |   |                                |

Attachment 4  
Locations by Ward and Councillor

| 2007 | Somers Road & Konihowski Road   | Bev Dubois | 10 | curbs      |
|------|---------------------------------|------------|----|------------|
| 2009 | Cowley Road & Forsyth way       | Bev Dubois | 10 | curbs      |
| 2010 | 115th Street & Kenderdine Road  | Bev Dubois | 10 | islands    |
| 2011 | Garvie Road & McWillie Avenue   | Bev Dubois | 10 | island (E) |
| 2011 | Garvie Road & Scissons Crescent | Bev Dubois | 10 | island (E) |

6332-1

5.



**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Infrastructure Services Department  
**DATE:** February 13, 2012  
**SUBJECT:** Idylwyld Drive – Circle Drive Functional Design Study Report  
**FILE NO.:** (File No. 6332-18)

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

- 1) that the Idylwyld Drive – Circle Drive Functional Design Study - Final Report be approved in principle; and
- 2) that the Administration report further with respect to the funding and/or timing of the implementation of the recommendations from the Idylwyld Drive – Circle Drive Functional Design Study - Final Report, as outlined in the following report.

The Administration will be providing a power point presentation.

**BACKGROUND**

In August 2010, the City of Saskatoon retained Hatch Mott MacDonald to review the design of the Idylwyld Drive/Circle Drive interchange in an effort to identify opportunities to improve its operation and function, as well as the operation and function of the Circle Drive North Corridor, between Millar Avenue and Avenue C. The study included expected changes in truck turning movements as a result of the completion of the south river crossing in 2012.

Attached is a copy of the Executive Summary of the Idylwyld Drive – Circle Drive Functional Design Study - Final Report which was completed in February 2011 (Attachment 1). A copy of the complete report is available for viewing in the City Clerk’s Office. Also attached is a copy of Plan 249-0015-102r001 which provides an overview of the area that was reviewed (Attachment 2).

**REPORT**

Circle Drive at Idylwyld Drive is one of the heaviest travelled interchanges in the city. One of the key gateways to and from the north, it currently accommodates approximately 50,000 vehicles per day, and approximately 10% are heavy trucks. In recent years, a number of improvements have been made to the interchange; however, as the city has continued to grow, so has traffic demand, resulting in conflict between through traffic movement and local access, particularly in the section between Millar Avenue and Avenue C.

The study that was completed by Hatch Mott MacDonald considered all feasible alternatives for improvements to the interchange and the corridor between Avenue C and Millar Avenue including:

- Optimization for immediate improvements (Figure 1 - Attachment 3);
- A “Single Point Urban Interchange” (SPUI) (Figure 2 - Attachment 4);
- A diverging diamond interchange (Figure 3 - Attachment 5);
- A flyover design (Figure 4 - Attachment 6);
- Turning movement improvements;
- corridor widening (four lane); and
- truck routes.

Table 5, Interchange and Corridor Alternative Analysis (Attachment 7) summarizes the relative merits of each of the alternatives examined in the report

The final report indicated that there is no quick fix for the traffic problems at the Circle Drive and Idylwyld Drive interchange, or the corridor between Millar Avenue and Avenue C. It did identify changes which could be made to improve traffic operations and safety for a short period of time; however, additional network improvements beyond the study area would be required to accommodate the expected future growth in traffic.

The study also identified that problems in the corridor will improve somewhat in the short term with the completion of the south bridge, and with a further diversion of traffic to other routes accessing Idylwyld Drive. It also suggested further investigation into the feasibility of diverting trucks to Warman Road and 51<sup>st</sup> Street, between Circle Drive North and Idylwyld Drive, as it could provide a viable short term solution. The study also noted that additional capacity to accommodate bypassing truck traffic will be required over the medium to long term, likely through the completion of the Perimeter Highway.

The study concluded that the capacity and operational problems at the interchange can be addressed in the short term with the implementation of a number of localized improvements to ramps, ramp terminals and traffic signal operations. However, it was noted that these solutions will not completely address the issue of the close spacing of the ramp terminals, and that the adjacent intersections will continue to constrain and inhibit the operational effectiveness of these improvements.

It is recommended that the Administration report further with respect to the funding and/or timing of the implementation of the following recommendations from the Idylwyld Drive – Circle Drive Functional Design Study – Final Report:

- 1) that the Administration, in conjunction with the Province, update the long range transportation planning studies for Perimeter Highway to function as the preferred commercial vehicle (truck) route;
- 2) that the Administration investigate the potential to improve the Warman Road and 51<sup>st</sup> Street corridors in the short term, as a means to relieve the operational

- problems being experienced at the Circle Drive/Idylwyld Drive interchange and the Circle Drive North Corridor, between Avenue C and Millar Avenue;
- 3) that the Administration create a capital budget submission to undertake short term ramp improvements at the Circle Drive/Idylwyld Drive interchange including:
    - a) widening the southbound exit ramp to adequately separate the left and right turning traffic and converting the southbound shared through and left turn lane to a dedicated left turn lane; and
    - b) in conjunction with the above, eliminate the local access on both southbound ramps;
  - 4) that the Administration undertake further investigations into the design of a "Single Point Urban Interchange" at the Circle Drive/Idylwyld Drive interchange, including refining preliminary cost estimates associated with the construction of these works and relocating existing utilities and if appropriate, incorporating these works into the capital plan. Attachment 8 shows the traffic operations of a single point urban interchanges versus the operation of the existing compact urban diamond; and
  - 5) that the Administration continue to monitor and assess the effects on traffic patterns arising from the completion of the south bridge and alternate routing.

### **STAKEHOLDER INVOLVEMENT**

The City of Saskatoon directed and managed this study in conjunction with the Saskatchewan Ministry of Highways and Infrastructure, who have approved the recommendations (Attachment 9). Hatch Mott MacDonald also met with the Saskatchewan Trucking Association and the North Saskatoon Business Association to obtain their input

### **OPTIONS**

No other options were considered.

### **POLICY IMPLICATIONS**

There are no policy implications.

### **FINANCIAL IMPACT**

There is no financial impact at this time.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

### **PUBLIC NOTICE**

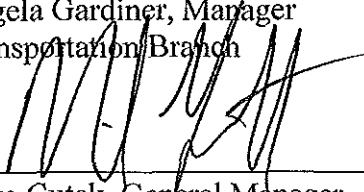
Public Notice pursuant to Section 3 of Policy C01-021, Public Notice Policy, is not required.

**ATTACHMENTS**

1. Executive Summary of the Idylwyld Drive – Circle Drive Functional Design Study – Final Report;
2. Plan 249-0015-102r001 – Circle Drive/Idylwyld Drive Study Area;
3. Figure 1 Immediate Improvements (Phase 1, short-term improvements);
4. Figure 2 Single Point Urban Interchange (Phase 2, implementation);
5. Figure 3 Diverging Diamond Interchange;
6. Figure 4 Flyover Design;
7. Table 5 Interchange and Corridor Alternative Analysis;
8. Traffic Operations Compact Urban Diamond vs. Single Point Urban Interchange; and
9. Letter dated June 3, 2011, from the Saskatchewan Ministry of Highways and Infrastructure.

Written by: Lanre Akindipe, Traffic Systems Engineer  
Transportation Branch

Approved by: Angela Gardiner, Manager  
Transportation Branch

Approved by:   
Mike Gutek, General Manager  
Infrastructure Services Department  
Dated: FEB 17, 2012

Copy to: Murray Totland  
City Manager

## Executive Summary

This study was commissioned by the City of Saskatoon to address current traffic operational problems being experienced at the Idylwyld Drive and Circle Drive interchange and along the Circle Drive North corridor between Avenue C and Millar Avenue.

In addition, the study considered traffic conditions under two future horizon years: one horizon representing late 2012 when the new South River Crossing and southwest section of Circle Drive are to be completed and open to traffic; and the other representing approximately 2029, when it is anticipated that the City will reach a population level of 300,000.

The problems being addressed in this study are complex and long standing. A previous operational review and redesign study concluded: “*In reviewing Circle Drive within the study area, today and in the future, it became abundantly clear that there is no quick or inexpensive ‘fix’ for the roadway*”<sup>1</sup>. The study herein has concluded similarly. It found that there are a number of problems being experienced at the Circle Drive interchange with Idylwyld Drive. The current simple diamond interchange configuration does not provide sufficient spacing between the ramp terminals to accommodate traffic volumes, and the movements of a high number of trucks using this interchange and corridor. The design of the southbound off-ramp from Idylwyld Drive does not provide sufficient separate queuing space for left and right turning movements to Circle Drive. Local access is provided to the ramp that can interfere with ramp operation and there are closely spaced intersections adjacent to the ramp terminals on Circle Drive that affect the operation of the ramp terminals by not providing sufficient queuing space.

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<sup>1</sup> Bunt and Assoc. Engineering (Alberta) Ltd., “*Circle Drive: Millar Avenue to Idylwyld Drive Operational Review and Redesign Study: Final Report*”, Calgary, March 2005, p. 1.

When the new South River Crossing and southwest section of Circle Drive are completed in 2012, it is expected that approximately 300 – 400 vehicles per hour (veh/h) will be attracted to this section and away from the Circle Drive North corridor. While some relief will be afforded to the corridor, this change in patterns will add more traffic to the southbound to westbound movement from Idylwyld Drive to Circle Drive and possibly to the eastbound to northbound movement from Circle Drive to Idylwyld Drive at the interchange. These movements are projected to continue to be operating at capacity for the foreseeable future.

While the traffic along the remainder of the Circle Drive corridor to the east is reduced, some of the operational problems currently being experienced will remain but become less acute. These problems arise from physical, spatial and land use conditions which will remain essentially unchanged either by the completion of the new South River Crossing or by improvements to the Idylwyld Drive interchange. They will persist and become more acute as traffic grows again beyond the 2012 planning horizon.

This study has concluded that the capacity and operational problems at the interchange can be addressed in the short term with the implementation of a number of localized improvements to the ramps, ramp terminals and traffic signal operation. Current operational problems cannot be completely addressed as the close spacing of the ramp terminals and adjacent intersections will continue to constrain and inhibit the operational effectiveness of these improvements.

Problems in the corridor will be improved somewhat in the short term with the completion of Circle Drive across the South Saskatchewan River, and with a further diversion of traffic to other routes accessing Idylwyld Drive. This study suggests, subject to further investigation of feasibility, increased use by trucks and other traffic of the Warman Road – 51<sup>st</sup> Street routing between Circle Drive North and Idylwyld Drive as a viable short term strategy to reducing the traffic at the Circle Drive – Idylwyld Drive interchange and Circle Drive North corridor. In addition, improvements to Dalmeny Road to improve access to Highway 16 west of the City have been identified by the trucking community as necessary



to encourage greater use of the Circle Drive West corridor around the City and to reduce truck traffic on Circle Drive North.

Over the medium to long term, it is concluded that additional capacity will be required through provision of a northern perimeter road that can accommodate a larger share of the longer-distance truck and other traffic that is currently using the Circle Drive North and East route around Saskatoon. Additionally, depending on the amount of traffic that is diverted from Circle Drive North by the completion of the South River Crossing and a future North Perimeter Road, a reconfiguration of the Circle Drive – Idylwyld Drive interchange may be required. Based on an evaluation of alternative configurations at this location, a Single Point Urban Interchange configuration is recommended if further capacity enhancement is required in the future (See **Figure G-3** in **Appendix G**).

Traffic operations in the Circle Drive corridor are anticipated to remain problematic for the foreseeable future due to the closely spaced intersections and driveways, the mixing of long distance through traffic and local traffic generated by the area development and the presence of heavy, large vehicles using the corridor. The operation of the interchange and corridor are integral to one another: the effectiveness of improvements to one relies to a large extent upon the effectiveness of improvements to the other. Addressing just the interchange problems will not address the corridor problems, and vice versa. They must be addressed together.

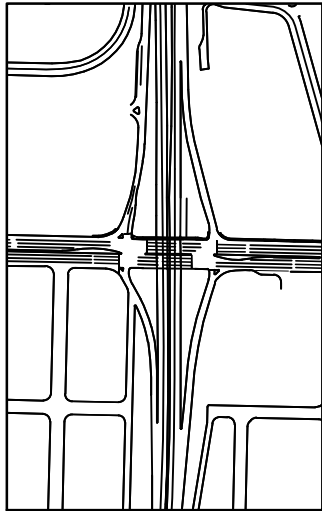
This study recommends managing congestion in the Circle Drive North corridor through a variety of means: encouraging more of the truck and other longer distance traffic to use alternate routes to Circle Drive; improving lane configuration and intersection geometry and directional signage so truck movements can be accommodated more easily; selectively adding through lane capacity (at Millar Avenue eastbound and westbound); and improving the coordination and progression of traffic signals where possible. To accomplish this will require a frequent monitoring and updating of traffic information and a periodic assessment of the timing for additional longer-term improvements, including

either a reconfiguration of the Idylwyld Drive – Circle Drive interchange or a North Perimeter Road and River Crossing.

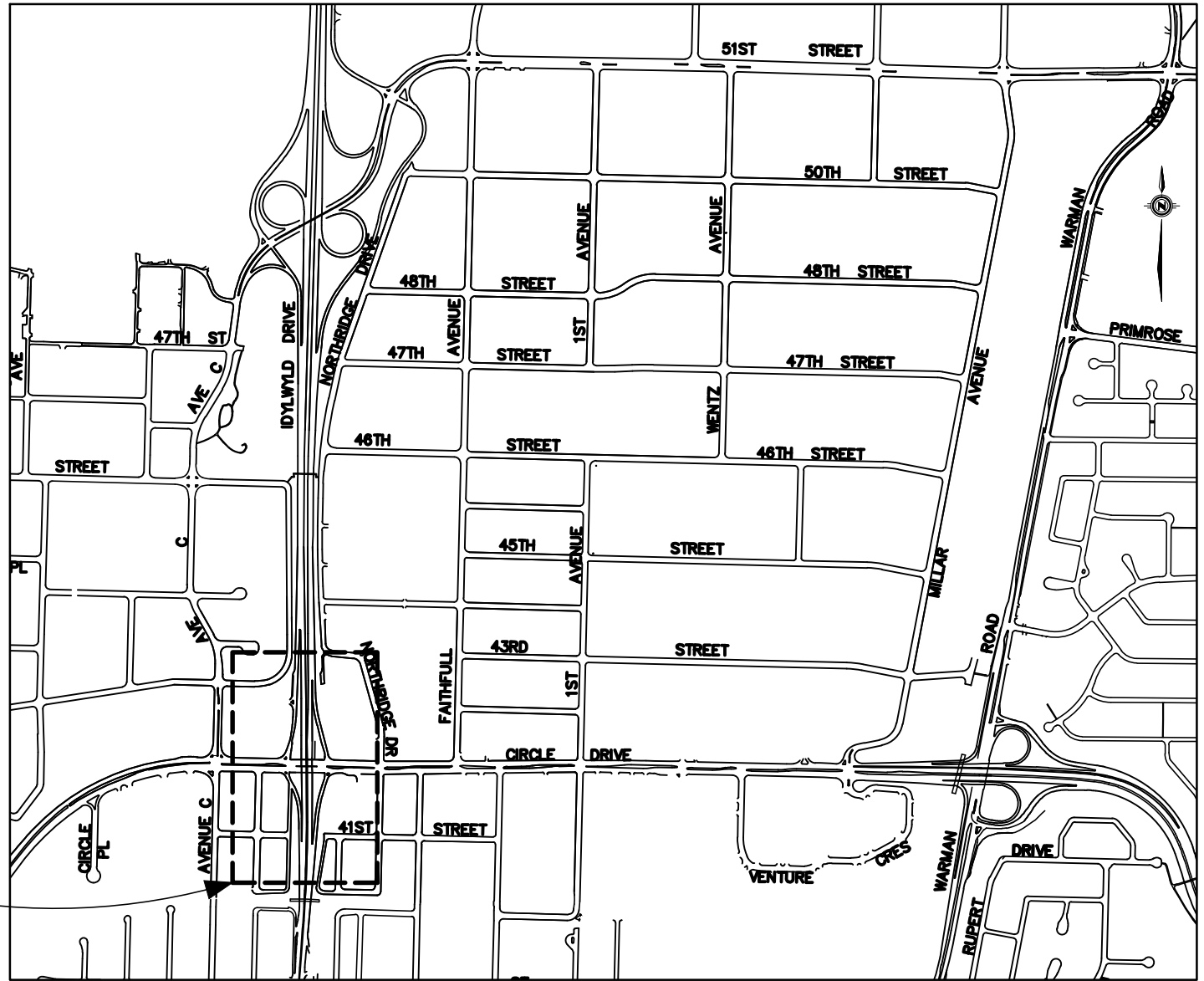
Specific recommendations made in this study are:

1. That the City implement short term operational improvements to the Idylwyld Drive – Circle Drive interchange that include:
  - Widening the N-EW (southbound exit) ramp to separate the left and right turning traffic adequately and converting the southbound shared through and left turn lane to a dedicated left turn lane.
  - In conjunction with 1 above, eliminate the local access to the N-EW and the EW-S ramps.
  
2. That the City implement short term operational improvements to the Circle Drive Corridor between Avenue C and Millar Avenue that include the following:
  - Provision of added eastbound and westbound through lanes at the Millar Avenue intersection.
  - Reconfiguration of the southbound movements at the Circle Drive intersection with First Avenue to include a separate left and shared through and right turn lane.
  - Reconfiguration of the southbound movements at the Circle Drive and Avenue C intersection to include separate free-flow right turn lane.
  
3. That the City investigate the potential to improve the Warman Road and 51<sup>st</sup> Street corridors in the short term as a means to relieve the traffic operational problems being experienced at the Idylwyld Drive – Circle Drive interchange and Circle Drive North corridor between Avenue C and Millar Avenue.

4. That the City monitor the effects upon traffic patterns arising from the implementation of the South River Crossing and the south western section of Circle Drive, in conjunction with the introduction of the alternate routing strategy noted in Recommendation 3 and the short-term interchange and corridor improvements noted in Recommendations 1 and 2, and assess the combined effect on the operation of the Circle Drive interchange and corridor.
5. That in conjunction with the monitoring of traffic patterns after the opening of the southwest section of Circle Drive, the City undertake further investigations into the design of a Single Point Urban interchange at the Idylwyld Drive – Circle Drive interchange, refine preliminary cost estimates associated with the construction of these works and relocation of existing utilities and, if appropriate, to incorporate these works into the City's Capital Plan.
6. That the City, in conjunction with the Province, update the long range transportation planning studies of the need for a north perimeter road. Further, that the City investigate the effect that such a facility will have upon traffic demand in the Circle Drive corridor and at the Idylwyld Drive interchange with Circle Drive. Based on these investigations, the need for a reconfiguration of the interchange and further improvements to the corridor and possibly other alternative corridors can be reassessed in conjunction with the findings of Recommendation 5.



SCALE 1:8,000



| PLAN DESCRIPTION/REVISIONS                           |  |
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| DATE <u>      </u> 2011-DEC-07 <u>      </u>         |  |
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**City of Saskatoon**  
Infrastructure Services Department

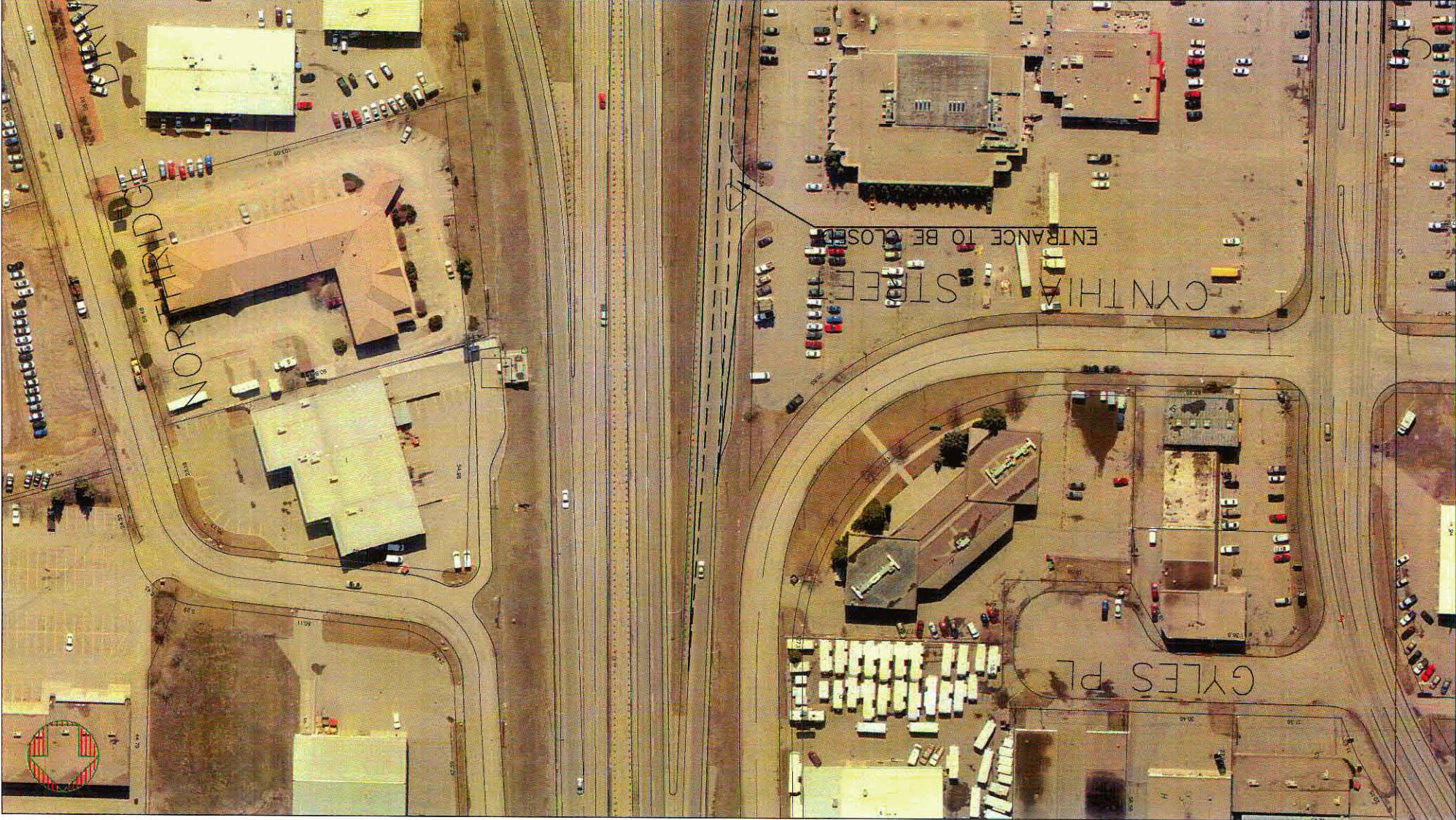
CIRCLE DR/ IDYLWYLD DR  
COUNCIL REPORT P.1

|                           |
|---------------------------|
| APPROVED                  |
| GENERAL MANAGER _____     |
| ENGINEER _____            |
| PLAN NO. 249-0015-102r001 |

**FUNCTIONAL**

PROJECT NO. 504-0015-100r001\_C98





NOTES:

- 1. USE 3.5m FOR LANE WIDTH WITH A 0.5m CURB UNLESS OTHERWISE NOTED.
- 2. USE 1.0m FOR BOULEVARD WIDTH AND 1.5m SIDEWALK UNLESS OTHERWISE NOTED.

| SCALE IN METERS |        |
|-----------------|--------|
| Scale           | 1:1000 |
| 0               | 5      |
| 10              | 15     |
| 20              | 25     |

| NO | Date | By | REVISIONS |
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|-------------|------------|
| R.S. CH '16 | 2011/02/16 |
| D.M. CH '16 |            |

| References |
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|            |
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Stamp

Field Notes



Hatch Mott MacDonald

Project No 279129

Drawing No 2 of 5

FIGURE G1

OPTIMUM DESIGN  
 IDYMLD DRIVE & CIRCLE DRIVE  
 FUNCTIONAL DESIGN

TITLE











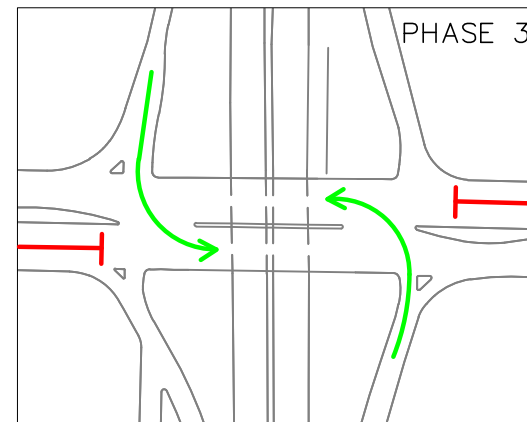
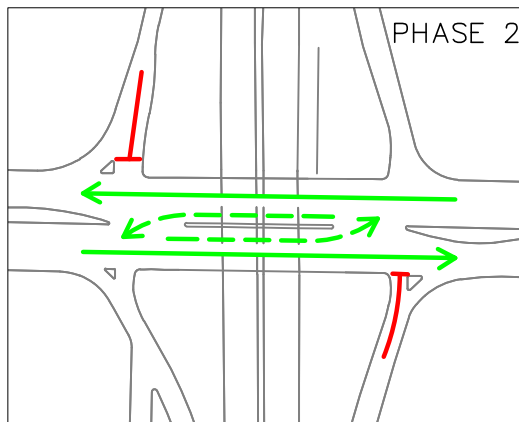
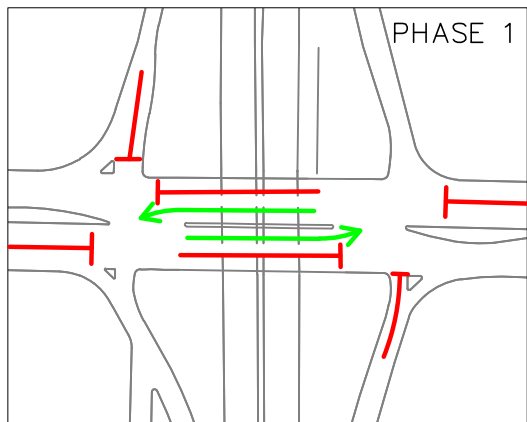
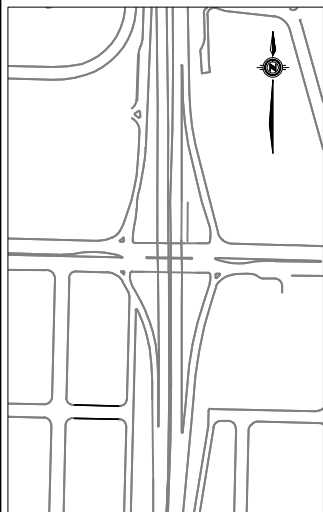
**Table 5: Interchange and Corridor Alternative Analysis**

| Criteria                 |  |  | Interchange Alternative  |  |   |   |   | Corridor Alternative   |  |  |   |  |
|--------------------------|--|--|--|--|---|---|---|--|--|--|---|--|
| Factor                   | Indicator                                | Measure  | Do-Nothing   | Optimized Existing Configuration (incl. Dual Ramps)  | Grade Separation of "Problem Movements"   | Single Point Urban Interchange (SPUI)   | Diverging Diamond Interchange (DDI)   | Do-Nothing   | Optimized Existing Configuration (signal coordination)   | Add Through Lane Capacity (8 lanes and variations)   | Elimination of Intersections (Faithful-Quebec and Venture Crescent)   | Re-Routing Alternatives (Warman Road and/or Faithful Ave)  |
| Traffic Service          | Ability to accommodate projected volumes | Corridor or Intersection Level-of-Service                    | Increased delays as a result of growth in traffic volume                                       | Moderate reduction in delays   | N/A - See Note 1  | Moderate reduction in delays  | N/A - See Note 1  | Decrease in vehicle speed as result of growth of traffic volumes                               | Moderate increase in vehicle speeds  | Moderate increase in vehicle speeds  | No appreciable increase in vehicle speeds   | Moderate increase in vehicle speeds  |
|                          |  | Capacity Improvement (Percent)                               | None   | Short-term 25 percent; Long-term 25 percent  | N/A - See Note 1  | Short-term 25 percent; Long-term 25 percent   | N/A - See Note 1  | None   | Short-term 10 percent; Long-term 20 percent  | Short-term 10 percent; Long-term 20 percent  | Short-term <10 percent; Long-term <10 percent   | Short-term 10 percent; Long-term 30 percent  |
|                          | Effects on Goods Movement                | Potential to improve freight movement                        | Increased delays as a result of growth in traffic volume will negatively impact goods movement | Minor reduction in delays will see a small improvement in goods movement                                 | Minor reduction in delays will see a small improvement in goods movement                              | Minor reduction in delays will see a small improvement in goods movement  | Minor reduction in delays will see a small improvement in goods movement  | Increased delays as a result of growth in traffic volume will negatively impact goods movement | Minor improvement in vehicle delays will see a small improvement in goods movement               | Minor improvement in vehicle delays will see a small improvement in goods movement                                   | No appreciable improvement in vehicle speed nor in goods movement   | Minor improvement in vehicle delays will see a small improvement in goods movement                       |
| Socio-economic           | Traffic Safety                           | Potential to reduce conflicts at driveways and intersections | No reduction in conflicts  | Improvement due to removal of right in/right out access and roadway access on ramps                      |   | No reduction in driveway conflicts. Potential to improve intersection conflicts due to reduction in number of intersections   | Improvement due to removal of current right in/right out access and roadway access on ramps. Potential for decrease in traffic safety due to introduction of unusual traffic movement | No reduction in conflicts  | Rationalization of entrance locations will see a reduction in conflicts                          | No reduction in driveway conflicts without entrance rationalization. Some reduction in intersection conflicts        | No reduction in driveway conflicts. Potential to improve intersection conflicts due to reduction in number of intersections | Small reduction in driveway conflicts with thru traffic  |
| System Design            | Quality of Design                        | Ability to achieve Acceptable Design Standards               | No change  | Yes  | Yes   | Yes   | yes   | No change  | Yes  | Yes  | Yes   | No change  |
|                          | Implementation                           | Staging Flexibility  | No impact  | Some delays experienced during construction of additional lanes  | Significant delays as a result of construction staging and operations to construct overpass structure | Significant delays due to modification to structure resulting in delays to both Circle Dr and Idylwyld Dr during construction | Significant delays during construction. May require closure and rerouting of traffic to facilitate construction   | No impact  | Some delays experienced during construction of improvements                                      | Delays experienced during construction of additional lanes   | Some delays experienced during construction of improvements   | No impacts. Can be implemented quickly depending upon route selected                                     |
|                          | Structural Impact                        | Affect on Structure and/or Utilities                         | No impact  | No significant impact  | Impact varies depending upon location of support columns for upper levels                             | Significant impact as a result of widening of structure   | Significant impact as a result of required widening of structure and surface modifications  | No impact  | Some utility relocation may be required (pole relocations, catchbasin relocation and adjustment) | Significant utility relocation may be required (pole relocations, catchbasin relocation and adjustment)              | Some utility relocation may be required (pole relocations, catchbasin relocation and adjustment)                            | No impacts   |
| Land Use and development | Property Requirements                    | Amount of Additional Property Required (m <sup>2</sup> )     | No impact  | No additional property required. Impact due to removal of accesses on-to and off-of ramps                | Significant property impacts  | Can be designed to fit within existing rights-of-way. Property impacts as a result of closure of access                       | Property is required due to footprint of required improvements  | No impact  | May require some property taking/easements to accommodate intersection improvements              | Significant property purchase throughout corridor  | Significant property purchase depending upon alternative selected   | Depending upon route selected some property may be required to accommodate turning movements             |
| Affordability            | Implementation Cost                      | Construction Cost (see Note 5)                               | \$0  | \$5 M  | \$44 M  | \$15 M  | N/A - See Note 6  | \$0  | \$5 M  | \$9 M  | Alternative not costed due to extensive property impacts  | Some costs anticipated to improve intersections and turning movements, advance signage                   |
|                          |  | Property Cost  | \$0  | Minimal - may require some construction easements but possible to construct without purchase of property | Extensive - requires purchase of adjacent properties and businesses                                   | Minimal - may require some construction easements but possible to construct without purchase of property                      | Extensive - requires purchase of adjacent properties to accommodate traffic movements   | \$0  | Minimal - may require minor widening but possible to construct without purchase of property      | Extensive - requires purchase of adjacent properties to accommodate additional lanes (approx. 6,000 m <sup>2</sup> ) | Extensive - requires purchase of adjacent properties and businesses   | Minimal - may require some construction easements but possible to construct without purchase of property |

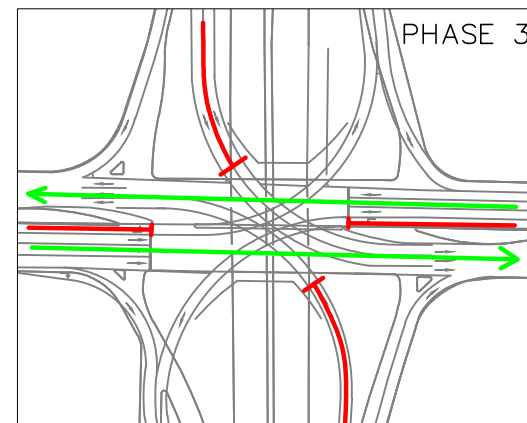
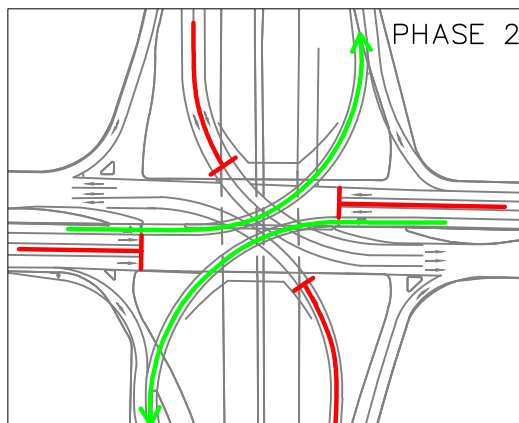
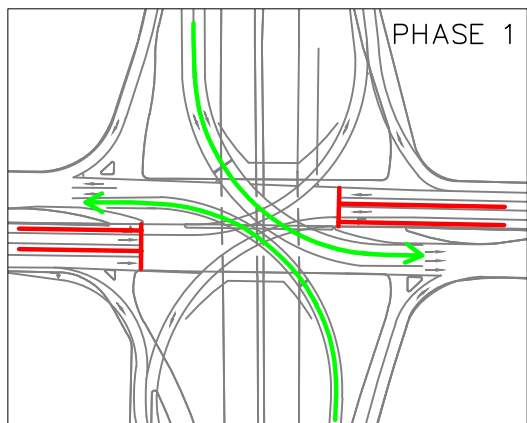
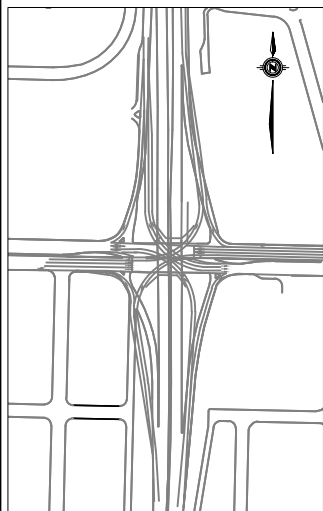
**Notes:**

- 1 An operational analysis was not undertaken on the basis of the results of a functional design review that indicated significant property impact is associated with this alternative
- 2 Traffic operational analysis are based on PM peak hour traffic volumes
- 3 Short-term - 2012 year; Long-term - 2029
- 4 Interchange delay improvement based on results for the critical movement only (southbound left turn)
- 5 Costs do not include property acquisition (if required)
- 6 Alternative not costed due to extensive property impacts

TRAFFIC OPERATIONS TODAY (COMPACT URBAN DIAMOND)



TRAFFIC OPERATIONS IN FUTURE (SINGLE POINT URBAN INTERCHANGE)



**FUNCTIONAL**

PROJECT NO. 504-0015-100r001\_C98

| PLAN DESCRIPTION/REVISIONS                        |  |
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| DRAWN BY <u>    RBY    </u>                       |  |
| DATE <u>    2011-DEC-07    </u>                   |  |
| SCALE : HOR. <u>    NTS    </u> VERT. <u>    </u> |  |



CIRCLE DR/ IDYLWYLD DR  
COUNCIL REPORT P.2

| APPROVED        |                  |
|-----------------|------------------|
| GENERAL MANAGER | _____            |
| ENGINEER        | _____            |
| PLAN NO.        | 249-0015-103r001 |



**Ministry of  
Highways and  
Infrastructure**

**Central Region**

**Saskatchewan**

**#18 – 3603 Millar Ave  
Saskatoon, SK  
S7P 0B2**

**(306) 933-5197 Phone  
(306) 933-5188 Fax**

June 3, 2011

Our File: Saskatoon

Lanre Akindipe  
Traffic Systems Engineer  
City of Saskatoon  
222- 3<sup>rd</sup> Avenue North  
Saskatoon, SK S7K 0J5

**Re: Idylwyld Drive – Circle Drive Functional Design Study; Feb. 2011**

Dear Lanre:

Please be advised that the Ministry of Highways and Infrastructure has reviewed the *Idylwyld Drive – Circle Drive Functional Design Study, Feb. 2011* completed by Hatch Mott MacDonald.

The Ministry accepts and approves the recommendations within the report.

If you have any further question in this regard, please feel free to contact me.

Sincerely,

Brandon Harris, P.Eng.  
Director Asset Management, Central Region

**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Infrastructure Services  
**DATE:** February 23, 2012  
**SUBJECT:** Traffic Around Tim Horton's - Cumberland Avenue  
**FILE NO:** CK. 6320-1

---

**RECOMMENDATION:** that the following report be submitted to City Council for its information.

**BACKGROUND**

City Council, at its meeting held on April 30, 2007, considered a report of the General Manager, Infrastructure Services Department, regarding parking restrictions on the 1100 block of Cumberland Avenue, and resolved:

- 1) that parking restrictions be installed on the east side of the 1200 block of Cumberland Avenue to improve traffic flow and safety, as per Plan 210-0054-004r004 (Attachment 1); and
- 2) that the matter be referred to the Planning and Operations Committee to look at further options at this location.”

The Planning and Operations Committee considered the matter at its meeting held on May 22, 2007 (Attachment 1), and resolved that the matter be referred to the Administration for a further report.

**REPORT**

Median barriers are often used to limit turning movements for vehicles, and to shift these movements to safer locations. They are also used to physically separate opposing traffic streams to prevent vehicles from travelling into opposing lanes. The median barriers along 8<sup>th</sup> Street near Acadia Drive are there solely for the purpose of separating opposing traffic streams.

Tim Horton's is located at Cumberland Avenue, which is considered a minor arterial roadway and 8<sup>th</sup> Street, which is considered a major arterial roadway. The purpose of both streets is to carry traffic without delay. The average daily traffic on 8<sup>th</sup> Street is 32,000 vehicles per day and the average daily traffic on Cumberland Avenue is 13,440 vehicles per day.

Tim Horton's is located on a commercial property which also includes a strip mall, a grocery store, a restaurant and a gas station. The commercial development can be accessed by three driveways on 8<sup>th</sup> Street and two driveways on Cumberland Avenue.

Motorists use the south driveway on Cumberland Avenue as the main point of access to Tim Horton's drive-through. As a result, during the morning peak hours (7:00 a.m. to 9:00 a.m.) and coffee breaks (10:00 a.m. and 3:00 p.m.), Cumberland Avenue experiences a significant amount of

traffic congestion, with southbound traffic backing up to 8<sup>th</sup> Street, and traffic exiting the property being unable to make a left turn onto Cumberland Avenue.

A traffic study was completed during the peak hours in July 2008 to determine vehicle movements through parking lot. Results of the study are shown in Table 1 below:

**Table 1 - Peak Hour Study showing Tim Horton's Traffic**

| Times                                | Parking Lot Traffic Volumes                            |  |                                    |
|--------------------------------------|--|--|------------------------------------|
|                                      | Entering from South Driveway<br>(off Cumberland Ave S) | Entering from North Driveway<br>(off 8 <sup>th</sup> St E) | Exiting Tim Horton's Drive-Through |
| 7:00 AM – 9:00 AM<br>(morning peak)  | 102  | 69   | 217                                |
| 11:30 AM – 1:30 PM<br>(mid day peak) | 258  | 176  | 175                                |
| 4:00 PM – 6:00 PM<br>(evening peak)  | 311  | 233  | 123                                |
| TOTALS                               | 671  | 478  | 515                                |
|                                      | 1149   |  |                                    |

The study indicates that 45% (515 of 1,149) of the vehicles entering the parking lot, from either the south or north driveways, are destined for the Tim Horton's drive-through.

The Administration has met with the owner of the Tim Horton's on Cumberland Avenue, as well as the Project Manager for the development of Tim Horton's sites, who explained that they had chosen the site because of the driveway access, and expressed concerns with restricting access, such as the installation of a centre median, as it would result in a significant loss to their business. They, therefore, agreed to work with the Administration to develop a plan to improve the traffic flow on site, rather than on the street.

In August 2011, Tim Horton's rebuilt their drive-through, changing it from one lane to two lanes. Attachment 2 shows the traffic counts, as well as the modified layout.

The Administration agreed to delay any further restrictions on Cumberland Avenue to provide an opportunity for the on-site modifications to be evaluated. Further observations and studies will be conducted throughout 2012, and if the on-site modifications do not prove to be effective, additional restrictions will be considered.

### **PUBLIC NOTICE**

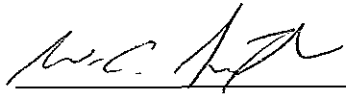
Public Notice pursuant to Section 3 of Policy C01-021, Public Notice Policy, is not required.

**ATTACHMENT**

1. Excerpt from the minutes of meeting of the Planning and Operations Committee dated May 22, 2007; and
2. Tim Horton's Site Layout with Traffic Counts.

Written by: Shirley Ann Matt, Traffic Management Engineer  
Transportation Branch

Approved by: Angela Gardiner, Manager  
Transportation Branch

Approved by:   
Mike Gutek, General Manager  
Infrastructure Services  
Dated: 12/02/23

Copy to: Murray Totland  
City Manager

PO SM report Cumberland Tim Hortons



**The following is an excerpt from the minutes of meeting of the Planning and Operations Committee (Open to the Public) held on Tuesday, May 22, 2007:**

2. Traffic Around Tim Horton's – Cumberland Avenue  
(File No. CK. 6320-1)

The Deputy Assistant City Clerk submitted a copy of Clause D4, Administrative Report No. 10-2007 which was DEALT WITH AS STATED by City Council at its meeting held on April 30, 2007:

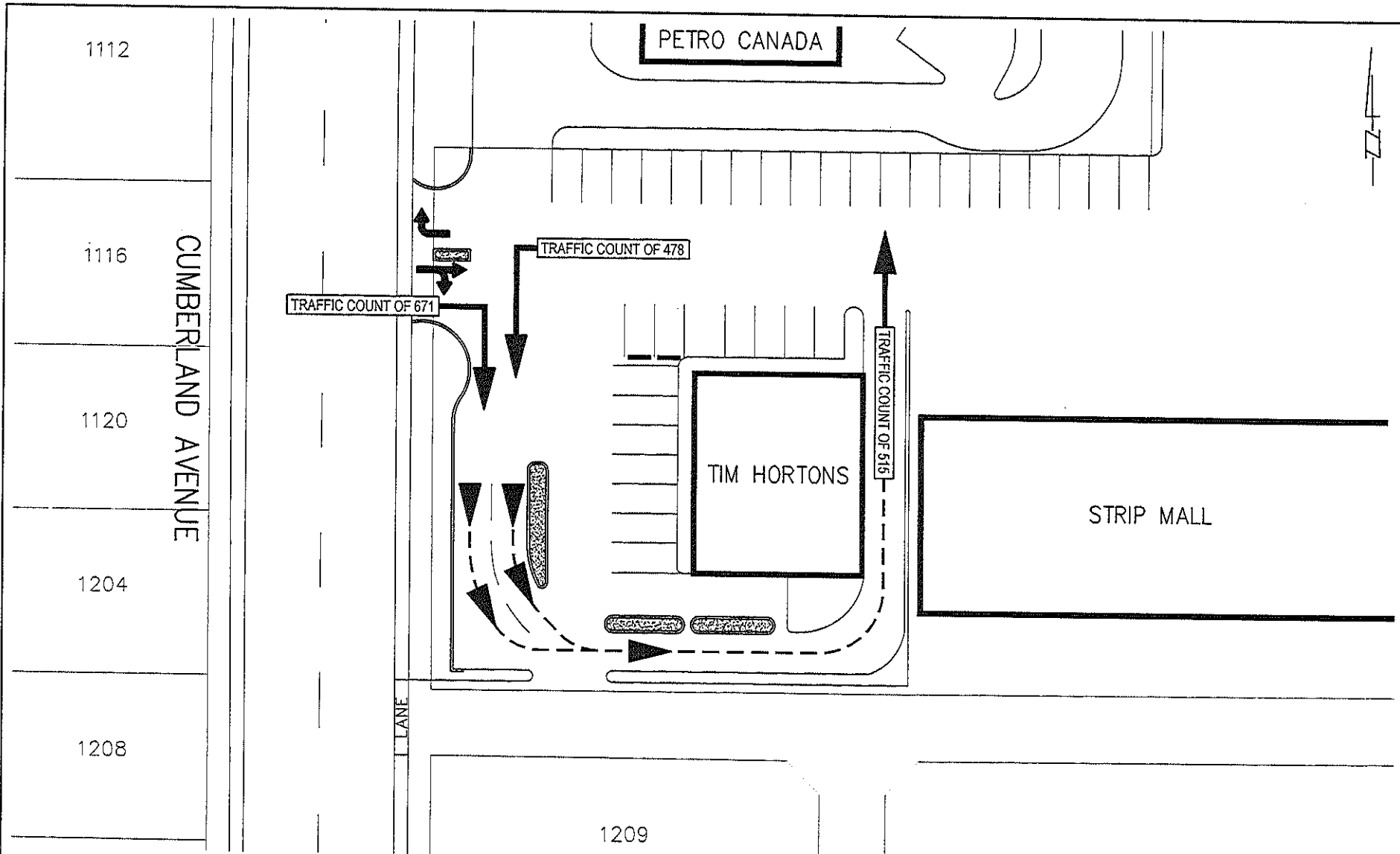
- “1) that parking restrictions be installed on the east side of the 1200 block of Cumberland Avenue to improve traffic flow and safety, as per Plan No. 210-0054-004r004 (Attachment 1); and
- 2) that the matter be referred to the Planning and Operations Committee to look at further options at this location.”

Councillor Penner indicated that he had asked that this matter be referred to the Committee for further review and questioned whether it would be possible to have the median along Cumberland Avenue south of 8<sup>th</sup> Street extended further south to prevent left turns into Tim Horton's for those travelling southbound along Cumberland. He suggested that this could be tried on a temporary basis.

General Manager, Infrastructure Services Totland indicated that this has been tried earlier in other locations, such as Acadia Drive. Mall owners objected to restricting access to their property and it created other problems, with people making u-turns further down and coming back to the entrance. He indicated that the Administration could review the matter further to determine what options might exist.

RESOLVED: that the matter be referred to the Administration for a further report.

Councillor Penner was excused from the meeting following discussion of the above matter.



| PLAN DESCRIPTION/REVISIONS            |  |
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| DRAWN BY <u>JMR</u>                   |  |
| DATE <u>2012-02-17</u>                |  |
| SCALE : HOR. <u>1:500</u> VERT. _____ |  |



TIM HORTONS - CUMBERLAND & 8TH  
PROPOSED SECOND DRIVE-THRU AISLE

|                 |          |
|-----------------|----------|
| APPROVED        |          |
| GENERAL MANAGER | _____    |
| ENGINEER        | _____    |
| ENGINEER        | _____    |
| PLAN NO.        | PROPOSED |

7.

**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Infrastructure Services Department  
**DATE:** February 21, 2012  
**SUBJECT:** Enquiry – Councillor Donauer (August 17, 2011)  
Compensation – Tree Removal  
**FILE NO:** CK. 4139-4

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**RECOMMENDATION:** that the following report be submitted to City Council recommending that the Administration consider, under certain circumstances, allowing the land developer/contractor to plant new tree(s), under the direction of the City of Saskatoon, Urban Forestry, in the neighbourhood (i.e. in a park), where the tree(s) were removed, or adjacent to their property, and that the number of new trees and the corresponding maintenance costs be based on the present tree valuation calculations as outlined in Policy C09-011 – Trees on City Property.

### **BACKGROUND**

The following enquiry was made by Councillor Donauer at the meeting of City Council held on August 17, 2011:

"I have received a number of concerns regarding the compensation formula for tree removal within our trees on city property policy.

Would the Administration please review the formula with the intent on bringing forward options that would provide for compensation more in line with citizen and business expectations."

### **REPORT**

In December 1989, Council approved Policy C09-011 - Trees on City Property which included the use of the Guide for Establishing Values of Trees and Other Plants, established by the Council of Tree and Landscape Appraisers (CTLA), as a means to place a value on a tree. By adopting this formula, the City of Saskatoon recognised that the urban forest is a living asset that has a measurable value.

After 1989, the methodology used to calculate the value of a tree within the CTLA framework was revised, creating a lack of consistency which was a concern to the Parks Branch. As a result, in March 2008, Council adopted a recommendation that Policy C09-011 be revised to include the Trunk Formula Method Worksheet, which was developed by the International Society of Arboriculture (ISA), and is the formula that is now recognized and utilized across North America.

The revisions to Policy C09-011 – Trees on City Property, which were adopted by Council in 2008, included provisions to prevent the damage or loss of trees, and the consequences should

adequate measures not be taken. Compensation for the loss of a tree is determined by one of two means, replacement cost, which is used when a tree can be replaced with another of similar size; or “trunk formula”, which is used when a tree is too large to be replaced.

The methodology used to determine “trunk formula” (Attachment 1) is based on a measurement of the cross-sectional area of the tree trunk at 1.4 metres, multiplied by a monetary value per square inch. This maximum value is then devalued by factors for species rating, condition and location in the landscape. The value per square inch is typically based on the cost of the largest (per square inch of trunk area) commonly available trees at regional commercial nurseries. In order to keep these values at a reasonable level, the City of Saskatoon has determined that the appraised tree value is to be determined by averaging the wholesale cost of a 70 millimetre calliper tree and extrapolating that to a per centimetre value.

A review of the valuation formula used in other Western Canadian municipalities, including Edmonton, Calgary, Regina and Winnipeg, along with associated costs for tree replacement and value per centimetre of tree diameter was conducted for comparison purposes. As shown in Table 1 below, the City of Saskatoon is utilizing the lowest appraised tree value, at \$8.00 per centimetre squared (cm<sup>2</sup>).

**Table 1: Comparison of tree replacement costs in other western Canadian cities**

| City      | Replacement Tree Cost | Appraised tree value/cm <sup>2</sup> |
|-----------|-----------------------|--------------------------------------|
| Saskatoon | \$610.00              | \$8.00                               |
| Calgary   | \$380.00              | \$8.64                               |
| Edmonton  | \$1231.00             | \$10.31                              |
| Winnipeg  | \$600.00              | \$15.92                              |
| Regina    | \$661.81              | \$8.13                               |

The appraised tree value used in Edmonton and Winnipeg are significantly higher than the other cities which were surveyed. The reason for this is because they calculate additional costs such as tree removal, planting and maintenance into their formula, which the other cities, including Saskatoon, don't do.

Due to the fact that the compensation formula used by the City of Saskatoon is recognized and utilized across North America, and that Saskatoon is using one of the lowest appraised tree values in western Canada, the Administration does not believe there are any other options which could be considered. However, the Administration is aware of the concerns raised by contractors and land developers, therefore, it is recommended that, under certain circumstances, a land developer/contractor be allowed to plant new tree(s), under the direction of the City of Saskatoon, Urban Forestry, in the neighbourhood (i.e. in a park), where the tree(s) were removed, or adjacent to their property and that the number of new trees and the corresponding maintenance costs be based on the present tree valuation calculations as outlined in Policy C09-011 – Trees on City Property.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

**PUBLIC NOTICE**

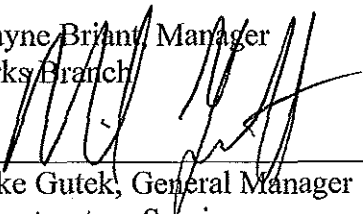
Public Notice pursuant to Section 3 of Policy C01-021, Public Notice Policy, is not required.

**ATTACHMENT**

1. Trunk Formula Method Worksheet.

Written By: Geoff McLeod, Superintendent  
Parks Branch

Reviewed By: Wayne Bryant, Manager  
Parks Branch

Approved By:   
Mike Gutek, General Manager  
Infrastructure Services  
Dated: FEB 17, 2012

Copy to: Murray Totland  
City Manager

Enquiry-Councillor Donauer-Compensation-Tree Removal



## Trunk Formula Worksheet

Case # \_\_\_\_\_ Property: 201 11th Street E Date: 17-Feb-12  
 Appraiser(s): Geoff McLeod

**Field Observations**

1. Species: Ulmus americana Cell# \_\_\_\_\_  
 2. Condition: 91%  
 3. Trunk Circumference: \_\_\_\_\_ in/cm Diameter: 94 in/cm  
 4. Location % = Site 95% Contribution 100% Placement 90% + 3 = 95%

**Regional Plant Appraisal Committee and/or Appraiser-Developed or - Modified Information**

5. Species rating: 100%  
 6. Replacement Tree Size (diameter) \_\_\_\_\_ 7 in/cm  
 (Trunk Area) 44 in<sup>2</sup>/cm<sup>2</sup>TA<sub>R</sub>  
 7. Replacement Tree Cost \$ 350.00  
 (see Regional Information to \$ 260.00)  
 8. Installation Cost \$ 610.00  
 9. Installed Tree Cost \$ 960.00  
 10. Unit Tree Cost \$ 8.00 per in<sup>2</sup>/cm<sup>2</sup>  
 (see Regional Information to use Cost selected)

**Calculations by Appraiser using Field and Regional Information**

11. Appraised Trunk Area:  
 (TA<sub>A</sub> or ATA<sub>Ai</sub>; use Tables 4.4-4.7)  
 or c<sup>2</sup> (#3) 0 x 0.08 6936 in<sup>2</sup>/cm<sup>2</sup>  
 or d<sup>2</sup> (#3) 94 x 0.785  
 12. Appraised Tree Trunk Increase (TA<sub>INCR</sub>)  
 (TA<sub>INCR</sub>) = TA<sub>A</sub> or ATA<sub>Ai</sub> 6936 in<sup>2</sup>/cm<sup>2</sup> - TA<sub>R</sub> 44 in<sup>2</sup>/cm<sup>2</sup> = 6892 in<sup>2</sup>/cm<sup>2</sup>  
 13. Basic Tree Cost =  
 TA<sub>INCR</sub> 6892 in<sup>2</sup>/cm<sup>2</sup> x Unit Tree Cost \$ 8.00 per in<sup>2</sup>/cm<sup>2</sup> + Installed Tree Cost = \$960.00  
 = \$ 56,098.08  
 14. Appraised Value =  
 Basic Tree Cost \$ \$56,098.08 x Species Rating 100% x Condition 91% x Location 95%  
 = \$ 48,496.79

15. If the Appraised Value is \$5,000 or more, round it to the nearest \$100; if it is less, round to the nearest \$10

16. Appraised Value = \$ 48,496.79

Items 5 through 10 are determined by the Regional Plant Appraisal Committee. The Wholesale Replacement Tree Cost, the Retail Replacement Tree Cost, or the Installed Tree Cost (#9) divided by the Replacement Tree Size (#6) can be used for the Unit Tree Cost (#10), or it can be set by the Regional Plant Appraisal Committee:

Case # \_\_\_\_\_ Property: Mad Ave N Date: 22-Nov-10

Appraiser(s): Geoff McLeod

**Field Observations**

1. Species: Ulmus americana Cell# \_\_\_\_\_  
 2. Condition: 80%  
 3. Trunk Circumference: \_\_\_\_\_ in/cm Diameter: 61 in/cm  
 4. Location % = Site 80% Contribution 100% Placement 80% + 3 = 87%

**Regional Plant Appraisal Committee and/or Appraiser-Developed or - Modified Information**

5. Species rating: 100%  
 6. Replacement Tree Size (diameter) \_\_\_\_\_ 7 in/cm  
 (Trunk Area) 44 in<sup>2</sup>/cm<sup>2</sup>TA<sub>R</sub>  
 7. Replacement Tree Cost \$ 350.00  
 (see Regional Information to use **Cost** selected)  
 8. Installation Cost \$ 260.00  
 9. Installed Tree Cost \$ 610.00  
 10. Unit Tree Cost \$ 8.00 per in<sup>2</sup>/cm<sup>2</sup>  
 (see Regional Information to use **Cost** selected)

**Calculations by Appraiser using Field and Regional Information**

11. Appraised Trunk Area:  
 (TA<sub>A</sub> or ATA<sub>A</sub>; use Tables 4.4-4.7)  
 or c<sup>2</sup> (#3) 0 x 0.08 2921 in<sup>2</sup>/cm<sup>2</sup>  
 or d<sup>2</sup> (#3) 61 x 0.785  
 12. Appraised Tree Trunk Increase (TA<sub>INCR</sub>)  
 (TA<sub>INCR</sub>) = TA<sub>A</sub> or ATA<sub>A</sub> 2921 in<sup>2</sup>/cm<sup>2</sup> - TA<sub>R</sub> 44 in<sup>2</sup>/cm<sup>2</sup> = 2877 in<sup>2</sup>/cm<sup>2</sup>  
 13. Basic Tree Cost =  
 TA<sub>INCR</sub> 2877 in<sup>2</sup>/cm<sup>2</sup> x Unit Tree Cost \$ 8.00 per in<sup>2</sup>/cm<sup>2</sup> + Installed Tree Cost = \$610.00  
 = \$ 23,625.88  
 14. Appraised Value =  
 Basic Tree Cost \$ \$23,625.88 x Species Rating 100% x Condition 80% x Location 87%  
 = \$ 16,380.61

15. If the Appraised Value is \$5,000 or more, round it to the nearest \$100; if it is less, round to the nearest \$10

16. Appraised Value = \$ 16,380.61

Items 5 through 10 are determined by the Regional Plant Appraisal Committee. The Wholesale Replacement Tree Cost, the Retail Replacement Tree Cost, or the Installed Tree Cost (#9) divided by the Replacement Tree Size (#6) can be used for the Unit Tree Cost (#10), or it can be set by the Regional Plant Appraisal Committee.

# CITY OF SASKATOON COUNCIL POLICY

|                          |
|--------------------------|
| NUMBER<br><i>C09-011</i> |
|--------------------------|

|  |   |  |
|--|---|--|
| <b>POLICY TITLE</b><br><i>Trees on City Property</i>   | <b>ADOPTED BY:</b><br><i>City Council</i> | <b>EFFECTIVE DATE</b><br><i>April 10, 1989</i> |
|  |   | <b>UPDATED TO</b><br><i>December 20, 2010</i>  |
| <b>ORIGIN/AUTHORITY</b><br><i>Planning and Development Committee Reports 13-1989 and 44-1989; Planning and Operations Committee Report No. 8-2008; and Administrative Report No. 21-2010</i> | <b>CITY FILE NO.</b><br><i>CK. 4139-4</i> | <b>PAGE NUMBER</b><br><i>1 of 8</i>            |

1. PURPOSE

To affirm that trees on City Property are “living” assets owned by the City of Saskatoon and maintained as a legacy for the citizens of the City of Saskatoon.

To protect, preserve and perpetuate the health, beauty and safety of the City of Saskatoon’s urban forest for the enjoyment of its citizens, past, present and future.

To ensure that all trees on City Property are adequately protected from unnecessary destruction, loss and damage.

To establish a protocol for responding to requests for tree maintenance or removal of trees that were not planted on City Property and whose main stem is less than 50% on City Property.

2. DEFINITIONS

2.1 City – means the City of Saskatoon.

2.2 City Property – means all land owned, controlled or maintained by the City including parks, boulevards, buffer strips, medians, streets, rights-of-way and natural stands.

2.3 Boulevard – means that portion of a right-of-way that extends from the edge of the street to the property line of the adjacent property, not including the sidewalk.

2.4 Buffer Strip – means City Property set aside for the purpose of providing an aesthetic barrier to act as a buffer between adjacent land uses and prevent through sites.



# CITY OF SASKATOON COUNCIL POLICY

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- 2.5 Median – means that part of the roadway which divides the lanes of traffic moving in opposite directions, commonly called the centre boulevard, and includes traffic islands, lay-bys and traffic circles.
- 2.6 Natural Stand - means areas on City Property where trees are in their natural state, and includes riverbanks and bluffs.
- 2.7 Pruning – means the removal of specific branches for the purpose of preserving the health and appearance of a tree and for public safety.
- 2.8 Tree or tree – means both trees on City Property that have 50% or more of the main stem on a Boulevard, and includes all parts of the tree, including the roots.
- 2.9 International Society of Arboriculture – means the worldwide professional organization dedicated to fostering a greater awareness of trees and promoting research, technology, and the professional practice of arboriculture.
- 2.10 Agencies – means the Meewasin Valley Authority, and public and private utilities.
- 2.11 Compensation Formula – means the value to be utilized in establishing equitable compensation for damage and/or loss of Trees, and will be based on the current edition of the “*Guide for Establishing Values of Trees and other Plants*” as adopted by the International Society of Arboriculture.
- 2.12 Additional Costs – means all labour, vehicles, equipment, and materials of the City associated with the removal, relocation, pruning and other tree maintenance activities.
- 2.13 Deferred Tree Replacement Account – means an account established to hold funds collected as compensation for tree loss or damage and that will be utilized for the replacement and/or additional tree planting or maintenance in subsequent years.
- 2.14 dbh – means “Diameter at breast height”, the accepted arboriculture method of measuring the diameter of a tree.

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2.15 Straddling Tree – means a tree that is partly on City Property but whose main stem is more than 50% on private property. For the purposes of determining the property line, the City may rely on a surveyor or its own records. With respect to measuring a main stem, the measurement is to be taken at ground level, just above the trunk flare from the midpoint of the tree, perpendicular to the curb. For multi-stem trees, ownership is determined by where the majority of the stems lie, using the same technique. Burls or other growth and/or anomalies are not included in the measurement.

### 3. IMPLEMENTATION OF THE POLICY

#### POLICY STATEMENT

All trees situated on City Property will be protected under the provisions of this Policy.

The planting, care and maintenance of trees on City Property will be in accordance with the standards and practices established by the City.

In the case of Straddling Trees, upon receipt of a request for maintenance of a tree that is touching or straddling City Property, the owner will be advised that the tree is privately owned and that the City is prepared to maintain the tree in accordance with City standards and practices provided the owner consents, in writing, to such maintenance and agrees to be bound by the terms of this Policy.

#### IMPLEMENTATION PROCESS AND PROCEDURE

- 3.1 Planting - residents may, subject to City approval, plant trees on City Property.
- 3.2 Recognition of Donations - the City will not allow signage in recognition of the donor of trees planted on City Property except in the case of signage for veterans' memorials.

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### 3.3 Maintenance and Removal

The City will observe the following priorities when responding to requests from residents, contractors and agencies for the maintenance or removal of trees on City Property:

- Public hazard;
- Interference with overhead utility lines;
- Disease; and
- General tree care.

Trees on City Property may not be removed, pruned, or destroyed in any way, without explicit written consent from the City of Saskatoon, and subject to the following:

- a) Trees will not be pruned, trimmed or removed merely for the purpose of opening up views from private property.
- b) Except for traffic signs or signals or street signs, trees obstructing commercial signs, billboards, or other forms of advertising, will not be pruned, trimmed or removed merely for the purpose of making the commercial sign more visible to the public.
- c) Trees will not be removed for the purpose of relocating driveways or structures unless:
  - i) the tree can be successfully relocated; or
  - ii) the tree can be replaced by one of similar quality; and
  - iii) the replacement or removal costs will be paid by the owner making the request, and such costs will be based on the Compensation Formula and any Additional Costs.

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- d) Requests to remove or replace trees for reasons other than those cited above will be dealt with on their own merit; however, in general:
  - i) trees that are healthy and sound, and over 15cm (6") dbh will not be removed;
  - ii) trees that are healthy and sound, and less than 15 cm (6") dbh can be relocated, subject to the Additional Costs; and
  - iii) trees that are not healthy and sound, may be pruned and monitored for health, or removed.

### 3.4 Protection

The City will expect residents, contractors, agencies and the City working near or carrying on any operation near a tree on City Property to take reasonable precautions to prevent damage to such trees.

- a) The City will seek to hold liable residents, contractors, Agencies and motor vehicle owners or drivers for any loss of or damage to tree(s) on City Property occurring as a consequence of work, operations, deliberate acts, motor vehicle accidents or negligence, and such loss claimed will be an amount based on the Compensation Formula and any Additional Costs.
- b) Residents, contractors and Agencies will be required to adhere to the City's Tree Protection Guidelines for Construction Sites, attached to this Policy as Schedule "C".
- c) In the case of an application for demolition, construction, development or building move with respect to property where there are or are likely to be trees on City Property impacted, the applicant will be required, as a condition of any such permit, to acknowledge in writing that the applicant agrees that the appropriate measure for damages to trees on City Property will be based on the Compensation Formula, and further will be obliged to deliver to the City a deposit equal to the total estimated value of the tree(s) on City Property on or near the site, based on the Compensation Formula, plus an amount equal to twenty percent (20%) of the same, and this deposit will be retained as a damage holdback by the Infrastructure Services Department. In the alternative to delivery of the deposit, the applicant may

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provide evidence of insurance to the City naming the City as an additional insured on a comprehensive general liability insurance policy applicable to the work that is to be performed. In the event that trees on City Property are either damaged or destroyed as a result of the work performed, the City will either retain an amount of the deposit or make a claim under the insurance policy equal to the amount of the damages sustained based on the Compensation Formula.

### 3.5 Straddling Trees

- a) The City will follow the implementation process and procedure set out above, and treat such trees in the same manner as trees on City Property.
- b) In addition, in the case of Straddling Trees the following provisions will apply:
  - i) The owner requesting that the City prune or maintain a Straddling Tree will be advised in writing that the tree is privately owned and that the City is prepared to maintain the tree in accordance with the City's standards and practices provided the owner signs a consent to tree maintenance form, a copy of which is attached to this Policy as Schedule "A";
  - ii) Pruning or maintenance of a Straddling Tree will be scheduled at the City's convenience as part of routine activities in the subject area; and
  - iii) If the Straddling Tree is dead, hazardous or no longer viable to maintain, the City will undertake to remove the tree in accordance with its tree removal schedule for the area.
- c) The value of the tree will be calculated as per Section 4.1 of this policy.

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## 3.6 Building Moves

All building moves will be required to follow the procedures as outlined in the "Building Move Information and Guidelines" contained in The Building Bylaw, Bylaw No. 7306.

- a) The building mover (contractor) is responsible for all damages to City trees, associated with the move, and all associated costs.
- b) Each applicant for a building move permit will be required to issue a deposit or bond for the total amount of the estimated tree's value plus twenty percent (20%) for damage holdback, issued to the Infrastructure Services Department.

## 4. EQUITABLE COMPENSATION FORMULA AND TREE VALUATION

- 4.1 The value to be used in establishing compensation for damage to or loss of a tree on City Property will be based on the then current "Guide for Establishing Values of Trees and Other Plants" adopted by the International Society of Arboriculture. In the case of damage that is repairable, the damage will be appraised and the reduced tree value and/or cost of the repair will be used to determine the Compensation Formula, a copy of which is attached to this Policy as Schedule "B".
- 4.2
  - a) If an existing tree is 6" or less in diameter, the cost per tree to move it to an alternate location is approximately \$500, however, actual cost of labour, equipment and materials will be charged after completion of the work.
  - b) If a tree is larger than 6" in diameter and requires cutting down, the cost is approximately \$1,500 (including labour, equipment and materials), however, actual cost will be charged after completion of the work.
  - c) If the tree is replaced at the same or an alternate location, the cost of a new tree is \$310, plus labour, equipment and materials for staking, mulching and watering, ranging from approximately \$110 to \$200, depending on location and bid price, however, actual cost will be charged after completion of work.

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5. DEFERRED TREE REPLACEMENT ACCOUNT

- 5.1 The City will establish a fund to retain any monies received for compensation with respect to trees on City Property and the fund will be utilized for the purposes of tree replacement or enhancement of the urban forest.

6. RESPONSIBILITIES

6.1 Infrastructure Services Department

- a) Establish technical standards and practices pertaining to the planting, care and maintenance of trees on City Property.
- b) Administer the provisions of this Policy.

6.2 City Council

- a) Consider and, where appropriate, approve amendments to this Policy.

6.3 The City of Saskatoon

- a) Consider and, where appropriate, reimburse all costs associated with the cutting down and/or replacement of each tree that is affected by all projects initiated by the City of Saskatoon, with all costs being charged to the appropriate Capital or Operating Budget.

SCHEDULE "A" TO POLICY C09-011



Urban Forestry

**CONSENT TO TREE MAINTENANCE FOR BOUNDARY LINE (STRADDLING)  
STREET TREES**

I/We, \_\_\_\_\_ am/are the registered owner of  
(please print name)

\_\_\_\_\_  
(please print address including postal code)

in the City of Saskatoon and, as such, I/we request the City of Saskatoon (the City) to provide maintenance of the tree(s) located on my property, on the border of the road allowance, as described below.

I/we agree that any maintenance service provided by the City shall be in accordance with the current policy and practice of the City.

I/we understand and agree that the City shall not be liable for any claims whatsoever in respect of the tree(s) and I/we hereby agree to save harmless and fully indemnify the city, its successors and assigns, from and against all actions, claims and demands whatsoever which may be brought against or made upon the City arising out of the City's performance or non-performance of the tree maintenance services described below.

I/we agree that for a period of 3 years from the date of maintenance to neither prune, nor remove the tree(s) without prior written authorization from the City of Saskatoon, Urban Forestry. I/we understand that I/we will be responsible for paying the cost of the city work if the terms of this agreement are violated

\_\_\_\_\_  
Owners Signature

\_\_\_\_\_  
Owners Signature

\_\_\_\_\_  
Witness

Date: \_\_\_\_\_

**For City Use Only**

| TREE ID | POS | SPECIES | DBH | OWN | MNT | Location Detail |
|---------|-----|---------|-----|-----|-----|-----------------|
|         |     |         |     |     |     |                 |
|         |     |         |     |     |     |                 |
|         |     |         |     |     |     |                 |
|         |     |         |     |     |     |                 |



**SCHEDULE "B" TO POLICY C09-011**

**Trunk Formula Method Worksheet\***

Case # \_\_\_\_\_ Property: \_\_\_\_\_ Date: \_\_\_\_\_

Appraiser(s): \_\_\_\_\_

*Field Observations*

1. Species: \_\_\_\_\_ Cell# \_\_\_\_\_  
 2. Condition: \_\_\_\_\_  
 3. Trunk Circumference: \_\_\_\_\_ in/cm Diameter: \_\_\_\_\_ in/cm  
 4. Location % = Site \_\_\_\_\_ Contribution \_\_\_\_\_ Placement \_\_\_\_\_ ÷ 3 = \_\_\_\_\_

*Regional Plant Appraisal Committee and/or Appraiser-Developed or - Modified Information*

5. Species rating: \_\_\_\_\_  
 6. Replacement Tree Size (diameter) \_\_\_\_\_ in/cm  
 (Trunk Area) \_\_\_\_\_ in<sup>2</sup>/cm<sup>2</sup>TA<sub>R</sub>  
 7. Replacement Tree Cost \_\_\_\_\_  
 (see Regional Information to use Cost selected)  
 8. Installation Cost \$ -  
 9. Installed Tree Cost \$ -  
 10. Unit Tree Cost \_\_\_\_\_ per in<sup>2</sup>/cm<sup>2</sup>  
 (see Regional Information to use Cost selected)

*Calculations by Appraiser using Field and Regional Information*

11. Appraised Trunk Area:  
 (TA<sub>A</sub> or ATA<sub>A</sub>; use Tables 4.4-4.7)  
 or c<sup>2</sup> (#3) \_\_\_\_\_ x 0.08 \_\_\_\_\_ 0 in<sup>2</sup>/cm<sup>2</sup>  
 or d<sup>2</sup> (#3) \_\_\_\_\_ x 0.785 \_\_\_\_\_  
 12. Appraised Tree Trunk Increase (TA<sub>INCR</sub>)  
 (TA<sub>INCR</sub>) = TA<sub>A</sub> or ATA<sub>A</sub> \_\_\_\_\_ in<sup>2</sup>/cm<sup>2</sup> - TA<sub>R</sub> \_\_\_\_\_ 0 in<sup>2</sup>/cm<sup>2</sup> = \_\_\_\_\_ in<sup>2</sup>/cm<sup>2</sup>  
 13. Basic Tree Cost =  
 TA<sub>INCR</sub> \_\_\_\_\_ in<sup>2</sup>/cm<sup>2</sup> x Unit Tree Cost \$ - per in<sup>2</sup>/cm<sup>2</sup> + Installed Tree Cost = \$ -  
 = \$ -  
 14. Appraised Value =  
 Basic Tree Cost \$ \_\_\_\_\_ x Species Rating 0% x Condition 0% x Location 0%  
 = \$ -

15. If the Appraised Value is \$5,000 or more, round it to the nearest \$100; if it is less, round to the nearest \$10

16. Appraised Value = \$ -

Items 5 through 10 are determined by the Regional Plant Appraisal Committee. The Wholesale Replacement Tree Cost, the Retail Replacement Tree Cost, or the Installed Tree Cost (#9) divided by the Replacement Tree Size (#6) can be used for the Unit Tree Cost (#10), or it can be set by the Regional Plant Appraisal Committee.

\* Developed by The Council of Tree & Landscape Appraisers and Endorsed by the International Society of Arboriculture (ISA)

## **SCHEDULE C TO POLICY C09-011**

### **Preventing tree damage in a construction zone**

Equipment and vehicles can injure tree trunks, break branches, tear bark or damage roots. Construction damage may result in reducing the value of the tree or lead to the decline and death of a tree.

The purpose of these guidelines is to reduce the number of trees which are unnecessarily damaged or removed as a result of any construction activities.

Anyone failing to adhere to the tree protection policies and guidelines will be financially responsible for any resulting damage to trees. Restitution for damages to City trees will be assessed on the value of the plant material as well as the cost of any removal or repairs.

Any unauthorized excavations, removal, relocation, pruning, or damage in part or whole of existing trees adjacent to your work site is not allowed and may result in a fine or penalty that may be imposed under this policy.

#### **1. Plan ahead**

Prior to proceeding with any construction near City trees, a city arborist must be contacted.

#### **2. Protective fencing and hoarding**

A protective barrier or fencing will be required to keep vehicles and equipment away from trees.

For trees within 3-5 meters of construction, place a standard snow fence at the farthest possible distance from the tree(s).

For trees within 1-3 meters of construction, use 12.5 mm (1/2") thick plywood sheeting, 1220 mm (48") in height, enclosing tree(s) at the farthest possible distance from trees.

For trees within 1 meter of construction, use 39 X 89 X 2400 mm (2" X 4" by 8' long) boards secured vertically at 300 mm (12") intervals around the tree trunk with strapping or an equivalent method of securing the boards.

Tree Protection barriers are to be erected prior to the commencement of any construction or grading activities and are to remain in place throughout the entire duration of the project.

#### **3. Protecting tree roots**

Severing major tree roots impact both the health and stability of a tree. The critical root zone area is within the drip line of the tree.

**SCHEDULE C TO POLICY C09-011**  
**Preventing tree damage in a construction zone**

**4. Do not pile or leave fill near the tree trunk**

Most roots are located in the upper 30 cm of the soil, piling soil over them or changing the grade near an established tree will reduce water infiltration and air exchange around the roots.

**5. Digging around trees**

Excavations within 3.0 meters of a tree:

You will only be permitted to excavate on one side of the tree.

All exposed roots must be pruned with a sharp pruning tool to provide a clean severance of the root.

Exposed roots must be protected from drying out during construction by placing a tarp over the excavation wall during construction.

Backfill around the roots as soon as possible.

Excavations beyond 3.0 meters of a City tree:

Excavations beyond 3.0 meters of a tree, roots are to be backfilled around the roots as soon as possible to prevent any exposed roots from drying out.

**6. Prevent compaction under the drip line of a tree**

No grade changes, storage of materials or equipment is permitted within the critical root zone area of a tree.

To prevent compaction of the root zone, a wood chip mulch 15 cm (6") in depth within the root zone of the tree and 10 cm (4") away from the trunk is required.

**7. Water**

Adequate water over the entire root zone is required during and after construction.

If the soil in the root zone has been compacted, aeration to improve conditions for oxygen supply and water uptake by the roots is required. Holes drilled throughout the root zone to a depth should be at least 30 cm deep.

**8. Tree Removal and Relocation**

Any requests for removal, cutting, pruning, or relocating a tree must be approved by the Parks Manager.

**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Infrastructure Services Department  
**DATE:** February 16, 2012  
**SUBJECT:** Urban Forestry Maintenance  
**FILES:** CK. 4200-1 and 116-1

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**RECOMMENDATION:** that the following report be submitted to City Council for its information.

**BACKGROUND**

The Executive Committee, at its special service review meeting held on August 16, 2011, considered the attached report recommending that the urban forestry pruning cycle be changed from its present 1:7 year cycle to a 1:10 year cycle. The Committee resolved:

- 1) that there be no change to the urban forestry pruning cycle; and
- 2) that the Administration submit a report to City Council regarding the background and the effectiveness of the Urban Forestry program.

**REPORT**

The City of Saskatoon's Urban Forestry program was created in the 1970s, primarily in response to the threat of Dutch elm disease (DED), when systematic maintenance (pruning) became one of the most important defences against the disease. In addition, the establishment of an urban forest canopy that is a diverse mix of species and age distribution ensures that a destructive insect or disease, such as DED, will not put our entire forest at risk. Tree planting initiatives, administered through Urban Forestry, ensures that trees are planted in new neighbourhoods and in new and existing commercial/industrial areas; and that reforestation of parks/boulevards (street trees) occurs.

Saskatoon's urban forest inventory includes an estimated 100,000 city-owned trees, largely made up of elm and ash, with a number of other species planted to diversify the canopy, including (but not limited to) oak, linden, apple and maple on boulevards; and spruce, pine and larch in parks.

Maintenance is one of the Urban Forestry program's largest activities, which is undertaken mainly to increase the trees' health and vitality, but is also done to maintain and preserve their appearance. Tree pruning is also essential to prevent liability from damages caused to property and the public from falling branches.

In 2010, 12,548 city trees were pruned and 65 were removed. Maintenance crews also responded to 2,897 service requests from the public and other City departments. This volume of work ensured that the program maintained its goal of achieving a 1:7 pruning cycle.

Maintenance of the urban forest is completed through a combination of contracted tree maintenance, as well as internal crews doing scheduled tree pruning and responding to service

requests. The internal programs consist of aerial and ground pruning crews, who respond to service requests which must be handled due to safety concerns (i.e. broken limbs and obstruction of traffic signs); ground pruning crews, who prune all street trees and parks in designated neighbourhoods; and park tree pruning crews, who are highly specialised, often Arborists, who are certified tree climbers, as many park trees are not accessible by bucket truck.

In 2011, 9,978 trees were pruned by City Arborists, either in the form of scheduled maintenance or through a service request, at an approximate cost of \$882,853 or \$88.48 per tree. This was consistent with 2010, when 9,035 trees were pruned at a cost of approximately \$93 per tree. Contractors were also used to provide tree maintenance in the neighbourhoods of Buena Vista, College Park, Holliston, Holiday Park, Mount Royal and a portion of Woodlawn Cemetery in 2011. Contractors pruned 4,288 trees and removed 115 at an approximate cost of \$538,924 or \$122 per tree. This again is comparable to contracted tree maintenance numbers in 2010, when 3,956 trees were pruned and 159 were removed at an approximate cost of \$121 per tree.

While maintenance activities occupy the greatest portion of the Urban Forestry program, the planting and nursery components cannot be overlooked.

Contractors are utilized to plant trees for urban reforestation and the plant-by-request and industrial tree planting programs, as well as capital projects. Internally, planting activities include the Community Tree Planting Program (CTPP), which is a Capital project funded from a levy collected from new home builders. The intent is to plant a tree on the boulevard in front of new homes, which will be maintained in perpetuity. In 2010, 114 trees were planted as part of the CTPP program. This number is significantly less than in 2003 and 2004, when 273 and 316 were planted respectively. This decrease can be attributed to two major factors: the number of trees being refused by homeowners; and, more significantly, the proximity of potential planting sites to water and sewer lines below ground and their shut off valves. Urban Forestry is currently working with the Construction and Design Branch to establish new planting offsets that will enable more trees to be planted. It is anticipated that this may double or triple the planting numbers.

Since 2010, a significant emphasis has been put into the enhancement of industrial areas through tree planting activities, which is paid for through funds received from a levy similar to the CTPP program. This program is focused on not only establishing new planting sites, but also on updating an inventory of existing trees that were planted on city-owned property. In 2010, 97 trees were planted. In 2011 that number dropped to 39, largely due to conflicts with utilities or plant sites not being ready or suitable.

As of December 31, 2011, the balance of the boulevard tree planting levy was (\$19,986.10). In 2012, \$50,000 will be added as part of the annual contribution through the levy, leaving a balance of \$30,013.90 in which to plant 125 trees. The industrial tree planting levy has a balance of \$27,092.78. The plan is to plant 50 trees through this program by the end of 2012.

The majority of the trees that are planted through our forestry programs are sourced from our nursery, which has a current inventory of approximately 3,500 trees of varying species and age. Nursery liners, or bare root material, is sourced from external commercial nurseries and planted

in the civic nursery for a number of years until they are ready to be planted by contractors. These constitute approximately 85% of the trees that the City plants. The remaining 15% are potted trees purchased from commercial nurseries for the Community Tree Planting Program. The Administration is currently investigating the logistics of sourcing all trees from the civic nursery. The advantage of this would be that it would allow for the City to do structural pruning while the trees are small, which reduces the complexity of future maintenance.

A combination of strategic tree planting programs, propagating trees from the civic nursery and a strong and effective maintenance program has resulted in an Urban Forest that is second to none on the prairies. The highly trained and specialised Arborists and technicians have established a program that has been revered by urban forestry researchers visiting Saskatoon.

Annually, the City of Saskatoon prunes, on average, 12,000 to 15,000 trees; plants 750 to 1,000 trees (while only removing 65); and produces 3,500 trees in the civic nursery. The highly trained staff who work with other departments and municipalities, and other levels of government and non-profit interest groups, have created a vibrant and healthy urban forest that the City of Saskatoon can be proud of. It remains free of alien invasive species, which other municipalities currently manage at enormous costs.

**ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

**PUBLIC NOTICE**

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

**ATTACHMENT**

- 1. Business Plan and Budget Decision Item – Business/Service Line – Urban Forestry.

Written By: Geoff McLeod, Superintendent  
Parks Branch

Approved By: Wayne Briant, Manager  
Parks Branch

Approved By:   
Mike Gutek, General Manager  
Infrastructure Services

Dated: ~~Mar~~ FEB 27, 2012

Copy to: Murray Totland  
City Manager

**BUSINESS PLAN AND BUDGET DECISION ITEM****Business/Service Line: Urban Forestry****Cost Reduction: Urban Forestry Maintenance****1. Recommendation**

Administration is recommending that the urban forestry pruning cycle be changed from its present 1:7 year cycle to a 1:10 year cycle.

**2. Problem or Opportunity (Issue Statement)**

The opportunity to change the pruning cycle from 1:7 year to 1:10 year cycle would realize a reduction in pruning maintenance costs of approximately \$276,000 on an annual basis.

**3. Background**

There are an estimated 95-100,000 publically owned trees (largely Elm and Ash) in the City of Saskatoon that are maintained for aesthetics, safety and exclusion of invasive insects and disease. This is done by in-house certified arborists, as well as contractors.

**4. Rationale**

This program is being brought forward for a 2012 budget service level revision based on Points 1 and 2 with future costs savings.

**5. Implications of the Recommendation**

The net savings to the mill rate would be approximately \$276,000.

This may also have a negative impact on the health and well being of the urban forest that may result in the introduction of Dutch Elm Disease or Emerald Ash Borer.

This would reduce the number of trees that are pruned in a given year from approximately 14,000 to 10,000 and an overall reduction in maintenance costs on a yearly basis.

**6. Alternatives to the Recommendation**

Continue with the existing maintenance schedule at a 1:7 year cycle.

Secondly, change the pruning cycle from a 1:7 year cycle to 1:8 year at a cost saving of approximately \$116,000 on an annual basis.

**7. Communications Approach**

To be determined.

**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Community Services Department  
**DATE:** February 21, 2012  
**SUBJECT:** Special Events Policy No. C03-007  
Request for Funding – 2013 Mastercard Memorial Cup  
**FILE NO:** LS 1870-12-2

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

- 1) that funding in the amount of \$100,000 be allocated as outlined below, to the 2013 Mastercard Memorial Cup, as this event meets the eligibility requirements as outlined in the Special Events Policy No. C03-007;
- 2) that \$50,000 be paid on May 1, 2012; and
- 3) that \$50,000 be paid upon submission of a post-event evaluation report, as outlined in the policy.

### **BACKGROUND**

On January 22, 2012, your Administration received a finalized event business plan from the Memorial Cup Committee (Committee), which is hosting the 2013 Mastercard Memorial Cup (Memorial Cup) in Saskatoon from May 17 to 26, 2013 (see Attachment 1).

The Committee is requesting funding assistance in the amount of \$100,000 for this event and is requesting an advance of 50 percent (\$50,000) of the grant prior to June 2012 (see Attachment 2). This report will address the funding request from this Committee for financial assistance from the Special Events Reserve based on the Special Events Policy No. C03-007.

### **REPORT**

The Memorial Cup will be in Saskatoon from May 17 to 26, 2013, at Credit Union Centre (CUC). The Memorial Cup will be a four team round-robin format tournament featuring league champions of the Ontario, Quebec, and Western Hockey Leagues, as well as the host team, the Saskatoon Blades. The Memorial Cup is regarded as one of the premier hockey championships and sporting events in North America.

On January 22, 2012, the Committee submitted a final copy of their detailed business plan to the Administration. Your Administration has reviewed the business plan and concluded that this request for funding meets the objectives of the Special Events Policy No. C03-007 as a sports event. Overall, the Committee has prepared a business plan that is consistent with the criteria approved by City Council.



### Business Plan Highlights

Strategic Goals - The Memorial Cup will be a premium event that will provide the following benefits to the City of Saskatoon and other sectors:

- a) significant economic impact to Saskatoon's service industry and other sectors;
- b) an opportunity to showcase Saskatoon's commitment to volunteerism; and
- c) an opportunity to showcase Saskatoon on a national stage.

The theme for this event is "Our Game, Our Heroes", which will reflect Saskatoon's passion for hockey and will recognize the many players who went on to become "hockey heroes" to many youth. This theme will be a respectful tribute to the past and present Canadian Armed Forces who have accepted the challenge to defend and serve.

It has been 22 years since Saskatoon and the Saskatoon Blades have hosted the Memorial Cup. It is a privilege to host this event again and it is anticipated that this event will exceed the expectations of the players and fans.

Strategic Alliance - A number of public and private partnerships have been undertaken in ensuring the success of this event. The various Saskatoon media groups have made a significant commitment of \$865,000 in promotional support to ensure a successful event. The Committee has received confirmation of sponsorship commitment from Cameco Corporation as its Platinum Sponsor (\$350,000), and the Provincial Government will contribute \$250,000 to this event to be used towards its legacy project. The Committee continues to work on attracting other sponsorships for this event.

Local Organizing Committee - The Committee is led by co-chairs Jack Brodsky and Tim Gitzel, both of whom have a proven record in being part of successful event host committees. A network of executive-level volunteers make up the various sub-committees. Many of these executive-level volunteers were involved in the 2010 World Junior Hockey Championships. It is estimated that 500 additional volunteers will be recruited to assist in hosting this event. An Event Manager has also been hired and will work on a full-time basis to support the Committee.

Event Operating Budget - The Committee has submitted an Event Operating Budget that shows the operating expenses for this event to be over \$1,000,000. The operating budget remains confidential at this time. This meets policy criteria of having an operating budget greater than \$100,000.

Legacy - The Committee has identified the legacy from hosting this event to be the upgrading of the new hockey rink board and glass system at CUC. The new system will be state-of-the-art and of the highest quality. The new system will be installed at CUC in June 2012. The value of upgrading the board system is approximately \$350,000 (see Attachment 1). This meets the Special Events Policy No. C03-007's legacy criteria.

Economic Impact - Based on the Sports Tourism Economic Assessment Model (STEAM), which was completed by Sports Tourism, the Memorial Cup will produce an initial expenditure of \$11,083,583, which is the total sum of all expenditures made by tourists and is an indication of the magnitude of spending in Saskatoon and region from this event.

Past Event History – It has been 22 years since Saskatoon and the Saskatoon Blades hosted the Memorial Cup.

Prize Purses – This event has no prize purses being awarded.

Event Profits – The National Marketing Event profits are the property of the Canadian Hockey League. The event gate profits are the property of the Western Hockey League and its 22 hockey clubs. The Committee will receive \$20,000 in profits from this event that will be given to Saskatoon Sports Tourism.

According to the Special Events Policy No. C03-007, the Memorial Cup is eligible for funding and satisfies the requirements outlined in the policy. Based on the business plan submitted by the organizing committee, this event is consistent with the objectives of the policy.

### OPTIONS

1. Your Administration is recommending that the Committee's funding request for the Memorial Cup be approved as outlined in this report.
2. The only other option is to deny the funding request for this event.

### POLICY IMPLICATIONS

There are no policy implications.

### FINANCIAL IMPLICATIONS

Attachment 3 outlines the funding and expenditures for the Special Events Reserve from 2012 to 2013. Based on approved funding commitments, and those that are subject to approval, the Special Events Reserve has funds available to accommodate this funding request.

### STAKEHOLDER INVOLVEMENT

Your Administration will inform the Committee of City Council's decision relating to this funding request.

### ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

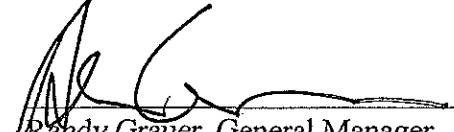
Public Notice, pursuant to Section 3 of the Public Notice Policy No. C01-021, is not required.

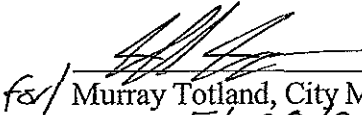
ATTACHMENTS

1. 2013 Mastercard Memorial Cup Business Plan
2. Letter Requesting Advance Funding
3. Special Event Reserve - Funding and Expenditures

Written by: Loretta Odorico, Supervisor, Customer Services

Reviewed by:   
Cary Humphrey, Manager  
Leisure Services Branch

Approved by:   
Randy Grauer, General Manager  
Community Services Department  
Dated: Feb-28/12

Approved by:   
Murray Totland, City Manager  
Dated: Feb 28/2012

# 2013 Memorial Cup

## Business Plan

### Mission Statement

#### *Objective/purpose of event:*

The Memorial Cup has been competed for annually since 1919, and is regarded as one of the premier hockey championships and sporting events in North America. Each team desiring the opportunity to bid on the event must abide by the Mastercard Memorial Cup Bid guidelines.

The Saskatoon Host bid generates a minimum guarantee to the *Canadian Hockey League* of \$3.5 million dollars and a rink board and glass legacy to Credit Union Centre. The venue legacy will be funded by a \$250,000 grant from the Province of Saskatchewan and a requested City of Saskatoon grant contribution of \$100,000. Any funding requirements beyond this would be provided by Credit Union Centre.

Profits generated from the event are used by the Canadian Hockey League to support team operations in each of the WHL, OHL and QMJHL. Teams in each league share only in the years their league hosts the tournament.

#### *Why Saskatoon should host the event:*

Saskatoon has an excellent reputation for successfully hosting major events and for ensuring a rewarding and positive stay for visitors.

Saskatchewan is recognized for its dedication and passion for hockey. Our province is a hot-bed for junior hockey talent, with numerous Saskatchewan-born players having enjoyed success at every level of competition.

In recent years, we have also built a solid reputation for hosting major national events in hockey and other sporting events. The outstanding success of the 2009 BMO Canadian Figure Skating Championships, the 2010 IIHF World Junior Championships and the 2011 Ford World Men's Curling Championships, serve as examples of Saskatchewan's ability to support large events.

Over the years, we have hosted a Top Prospects game, a Team WHL – Team Russia game and several NHL Exhibition games. These events, as well as the ones listed above, were extremely successful and have helped us to further develop relationships that will serve us well in hosting future hockey events such as the Memorial Cup.

### Strategic Goals (Outcomes)

#### *What are you trying to achieve?*

Our Game, Our Heroes is the unique theme selected for the 2013 MasterCard Memorial Cup in Saskatoon. Our Game, Our Heroes will be a reflection of Saskatoon's community-wide passion for

hockey, and will recognize the many players who went on to become "hockey heroes" to many youth. It will also highlight the current players to a new generation of hockey fans. Our Game, Our Heroes will also continue the MasterCard Memorial Cup's respectful tribute to the past and present Canadian Armed Forces by honoring those who accepted the challenge to defend and serve. Our Game, Our Heroes will be incorporated into a majority of 2013 MasterCard Memorial Cup and community events.

*How will what you are trying to achieve impact Saskatoon and surrounding community?*

According to Tourism Saskatoon's economic assessment model, the number of jobs that can be supported by the Mastercard Memorial Cup 2013 are estimated at 96.6 with 82.5 in Saskatoon. The report further states that it is anticipated that visitors to our community will spend \$11,083,583 during the Mastercard Memorial Cup 2013. This will provide a very positive economic benefit to the City of Saskatoon.

### **Strategic Alliance**

*Public and private partnership arrangements that have been made:*

The Saskatoon media have made a significant commitment of \$865,000 in promotional support to ensure a successful event:

- Harvard Broadcasting is prepared to offer \$150,000 in promotional support.
- The multiple properties of Saskatoon Media Group pledge promotional support of \$300,000!
- The Star Phoenix is committed to help make this the best Memorial Cup event ever and to that end, will supply \$100,000 in newspaper editorial, advertising and promotional support.
- Global TV Saskatoon welcomes the opportunity to provide up to \$15,000 in promotional support for this event.
- In total, Rawlco Radio will provide media comprised of radio (commercial messages, produced and live promotional announcements, news and sports coverage, and contests), interactive and transit support up to a value of \$300,000!

The host hotels have made preliminary commitments to provide a per-room rebate to be returned to the event.

Confirmation of commitment was received from Cameco Corporation at the Platinum Sponsor Level. A number of other companies have expressed interest, one considering the Gold Sponsorship Level and another local investor considering the Local Sponsorship of the Alumni Golf Tournament. The Host Committee will attract sponsors to fulfill the rest of the levels by time the event takes place in 2013.

### **Events and Opportunities for Local Sponsors:**

Platinum Sponsorship \$350,000  
(Local Title Sponsor for Events in Credit Union Centre)  
Gold Sponsorship \$200,000  
(Local Title Sponsor for Memorial Cup Village)  
Fan Fest \$75,000  
(Local Title Sponsor for Fan Fest)

Alumni Golf Tournament - \$100,000  
(Local Sponsorship for Holes / Carts for 27 Holes)  
CHL National Awards \$50,000  
(Local Title Sponsor for CHL National Awards)  
Alumni / VIP Night \$25,000  
(Local Title Sponsor for Alumni / VIP Night)  
Honoring Our Heroes \$25,000  
(Local Title Sponsor for our War Veterans Exhibit)  
Alumni Game from the '89 Memorial Cup (Local Title Sponsor for the game)  
50/50 Ticket Sponsor \$25,000  
(Local Title Sponsor for the 50/50 tickets)  
Friends of the MasterCard Memorial Cup  
(Sponsor a local team to watch a game)

**Other Endorsements:**

The Saskatchewan Midget AAA Hockey League strongly supports the application for Saskatoon to host the 2013 Memorial Cup.

The Saskatchewan Junior Hockey League supports this bid and will assist in any way possible to ensure the success of the Memorial Cup when hosted by the Saskatoon Blades.

The Saskatchewan Hockey Association is pleased and proud to support the bid of the Saskatoon Blades as hosts for the 2013 Memorial Cup.

It is with great pleasure that Tourism Saskatoon supports the bid to host the 2013 Memorial Cup Championship in Saskatoon.

*How will these partnerships achieve the strategic goals through the sharing of resources?*

Our Memorial Cup Bid Committee has partnered with Saskatoon Sports Tourism which has worked on many prior sporting events. Many Memorial Cup Bid Committee members were also part of the World Junior Host Organizing Committee and are committed to achieving a successful event in our community.

Through working with media groups, corporate sponsors and the host committee this will create the event participation excitement that drives ticket sales, event sponsorship and attendance to related Memorial Cup programmed events. We are confident that this partnership will again achieve the financial results of their event budget.

**Local Organizing Committee**

*Event organizing committee structure: Description of each key position/Key individuals/Including organizational experience and leadership*

The Host Committee will be led by co-chairs Jack Brodsky and Tim Gitzel. An effective and efficient hosting structure will be established under their direction in order to fulfill the specific requirements provided within the bid guidelines.

Tim Gitzel, Co-chair, holds a law degree from the University of Saskatchewan, is currently Chief Executive Officer of Saskatoon-based Cameco Corporation, one of the world's largest uranium mining companies. Besides almost twenty years in senior management positions in the uranium mining industry, Tim has also served on a variety of corporate and volunteer boards, including being Vice-President of Communications for the 2010 IIHF World Junior Championship.

Jack Brodsky, Co-chair, has been President and Governor of the Saskatoon Blades since 1992 and has spent many years serving on the WHL's Executive Committee, Finance Committee, and is the current Chair of the Education Committee. Jack also volunteers his time serving on a number of boards in Saskatchewan, including the Saskatchewan Hockey Association. He was President of the Host Committee for the 2010 IIHF World Junior Championship in Saskatoon which, to date, has generated more income than any WJHC.

Both Tim and Jack are well connected in the community and have a proven record of bringing major players to the table. As an example, many of the senior volunteers for the 2010 WJHC have already indicated a desire to participate in the 2013 MasterCard Memorial Cup. In addition, some new, up-and-coming community builders are also being recruited for the team.

Honourable Ken Cheveldayoff, Minister of First Nations and Métis Relations, Minister Responsible for Northern Affairs, Minister Responsible for Saskatchewan Gaming Corporation and MLA for Saskatoon Silver Springs, has volunteered to serve as Senior Vice-President, Government Relations, as he did for our World Junior Committee. Minister Cheveldayoff has shown tremendous commitment to these events and has been a valuable asset moving forward with this bid.

## **Infrastructure Requirements**

*What new facilities are needed? What facilities require upgrading, what is required, what facilities currently meet standard?*

Since opening in 1988, Credit Union Centre has been the venue of choice for all major hockey events hosted in Saskatoon. It was home to the 1989 Memorial Cup, IIHF World Junior Championships in 1991 and 2010 and is the home base for the Saskatoon Blades. Our rink board system has served the venue since its opening and is not the "rink board system" being installed in newer facilities. The newer rink board and glass systems supplied today are sensitive to player injury prevention. Our event legacy will be the "new" rink board system, which is explained further in this business plan.

Credit Union Centre has continually invested in facility upgrades. Recent renovations included the addition of 21 permanent private viewing suites on the concourse level in 2007. Over 800 lower-bowl seats were upgraded to upholstered seating in 2008, and in 2009, over 800 additional seats were added at the arena end. This brought the total spectator capacity of Credit Union Centre to over 15,000. Also, installed were a state-of-the-art score clock and video screens and a new dressing room and offices for the Saskatoon Blades.

**Other 2013 MasterCard Memorial Cup requirements available at Credit Union Centre include:**

- Required number of permanent dressing rooms (Minimum of three in addition to Blades Host Team Dressing room) for visiting competing teams at ice level. Each complete with showers, coach's rooms equipped with electronic cable feed, television, DVD and internet connection.

- Medical room on site and if required, emergency access to Saskatoon Blades team medical room.
- Mobile doping unit on site provided by MD Ambulance Services.
- *Designated off-ice officials area lounge*
- Facility includes team laundry service
- Ambulatory access to ice level
- Additional practice ice provided off-site (within two blocks of CUC)

#### **Media Services at Credit Union Centre:**

- Second level seating/work stations provided for 150 media personnel plus eight additional stations for participating teams use.
- Media Work Room – provided at ice level, fully-equipped.
- Media hospitality room with provision for food and beverage service in close proximity to the media work station located at ice level.
- Prime location for photographers (subject to approval).
- Gondola location for four radio broadcast teams with adequate space for three persons.
- A TV Broadcast location at base of second level (centre ice) opposite team player benches.
- Provision for television broadcast crews as noted.
- VIP - Food and Beverage requirements for dignitaries, sponsors and delegates of the CHL will be provided in the area noted as the Backstage Lounge (Mezzanine Level).
- *NHL Room for 100 people (pipe and drape lounge at ice level in close proximity to media work station).*
- Alumni Room for 30 people (pipe and drape lounge, adjacent to the NHL Lounge)
- Media Post-game Conference area with suitable lighting, etc. for TV production, able to accommodate 75 people.
- CHL office on Mezzanine Level (CUC Board Room) equipped with necessary electronic equipment.
- CHL Discipline Office on Mezzanine level (next to CUC Board Room) with appropriate electronic equipment to review incidents.
- Video replay booth at gondola location with unobstructed view of ice surface with appropriate equipment as outlined in the bid guidelines.
- Press box (as noted located on the second level) with approximately 120 seats with work stations plus 30 seating-only spots and an additional eight for participating team representatives.
- Officials' room at ice level will accommodate 12 on-ice officials.
- Off-ice officials' room (ice-level pipe and drape area) suitably provided lounge atmosphere.
- Medical room at ice level in close proximity to all dressing rooms.

#### **Medical Facilities:**

- Three hospitals with a total of approximately 1500 in-patient beds and numerous minor emergency clinics offering extended-hours service and visitation.
- Royal University Hospital has a 24-hour emergency department and trauma center, MRI, CT and full diagnostic services.

#### **Medical staff currently committed to 2013 MasterCard Memorial Cup:**

- Dr. Cyprian Enweani - Team Doctor
- Dr. Lonny Viden -Team Doctor
- Dr. Mark Ernst - Orthopedic Surgeon
- Dr. Cole Beavis - Orthopedic Surgeon
- Dr. Jeff Livingstone - Dentist
- Blaine Whyte - physiotherapy and massage



## Requested City Services

*What city services are being requested and how much will it cost to provide them?*

Upon arrival in Saskatoon, a network of transportation volunteers will move all teams through the airport and to host accommodations as quickly as possible. The following elements will be included within the transportation plan:

- Dedicated individual coach transportation for each participating team will be provided by host committee from arrival to departure.
- Coaches will also be available for daily team use or day-trips, as required.
- Two coaches will be dedicated to families of participating teams for hotel and game shuttle.
- A minimum of 30 vehicles; a combination of SUVs, cars and vans will be provided to transport VIPs, media, league staff and officials, etc.
- Cargo vans will be provided to transport equipment, as required.
- A minimum of 70 VIP parking passes will be provided for the complimentary VIP parking area.
- A daily transportation schedule will be provided to each of the teams and officials upon arrival into Saskatoon.
- The Host Committee will pay the CHL \$250,000 on April 1st, 2013 to be utilized as an advance for all required charter payments.

### **Accommodations:**

The Host Committee has secured 300 hotel rooms for the period of May 15th to May 26th inclusive. As stated in the bid guidelines, these rooms are available for teams, CHL delegates, media, sponsors and officials.

- The Headquarters will be the Radisson Hotel downtown Saskatoon, providing a preferred room rate of \$164/night with a \$10 rebate per room being returned in sponsorship.
- Meeting room space will be available for the CHL and officials.
- The teams will be staying in separate hotels, each fully equipped with restaurant. The team rate will be \$115/night with the cost of 17 double rooms to be covered by the Host Committee.
- For fans of the 2013 MasterCard Memorial Cup, many hotels are offering a discounted room rate. These include the Park Town Hotel, Holiday Inn Downtown, Hilton Garden Inn, Travelodge Hotel, Ramada and Sandman. The rate ranges from \$134-\$189/night.
- Each hotel has a full-service restaurant.
- All hotels are within 15 minutes travel time to Credit Union Centre.

The Security Team for the Saskatoon 2013 MasterCard Memorial Cup shall consist of the following:

- Saskatoon Police Service
- Licensed Uniformed Security
- Volunteer Security

The Crowd Management Team will also consist of Volunteer and Paid personnel- Ushers, Ticket Takers, Doormen, Medical Staff and Parking Attendants. Our entire Security and Crowd Management team shall be thoroughly trained

**Memorial Cup Arrival Ceremony – Thursday, May 16, 2013**

To celebrate the Cup's arrival, the community will be invited to attend a special ceremony at the Vimy Memorial Band Shell located in Kiwanis Memorial Park (if this location is not available, another location will be secured) beginning at 11:30 a.m.; the ceremony would include a full Military Flag Party and Colour Guard with Veterans of past and current conflicts joining members of the Canadian Forces and general public. A military aircraft fly-past will be coordinated as part of the ceremony. Dignitaries from all levels of government will be invited to attend the arrival ceremony with the CHL commissioner presenting the Cup to the Mayor of Saskatoon. After the ceremony, the Memorial Cup will be transported to Credit Union Centre by a military convoy. At 7:00 p.m., a military parade joined by students wearing team jerseys from all 60 teams and 3 leagues will marshal the Memorial Cup to centre ice. The announcer will reinforce the significance of the Memorial Cup and introduce the 3 leagues and 60 teams. The on-ice parade will be followed by a celebration consisting of an indoor pyrotechnic and laser show.

## **Post Event Operating Costs**

The Host Organizing Committee will cease as an entity upon the wind up and audit of the financial results for the event. There will not be any post event operating costs.

## **Legacy**

*What lasting community needs will be met and the value added to the community as a result of the event?*

The 2013 MasterCard Memorial Cup is strongly supported by the Government of Saskatchewan and the City of Saskatoon. The province will contribute a grant of \$250,000 to the 2013 Memorial Cup Legacy Project, as well as provide \$3.0 million against the Host Committee's \$3.5 million profit guarantee. The City of Saskatoon has committed a \$100,000 Special Event grant to the 2013 Memorial Cup and will, through their ownership of Credit Union Centre, cover \$500,000 of the profit guarantee.

The one area of the building where there is a need for improvement is the board system. The current system is still the original system. It employs seamless glass which, because of its rigidity, is no longer considered safe. Also, because of the many times the system has been moved in and out to accommodate various events, the boards often create bad bounces.

The legacy component of this event has therefore been identified as the replacement of the board system at Credit Union Centre. The new system will be state of the art and of the highest quality. What better legacy could this tournament leave than one that improves the safety for competing teams? The value of this legacy is \$350,000. This system will be installed at the Credit Union Centre in June of 2012. It is hoped that 50% of the requested \$100,000 special event grant be provided in the spring of 2012 to help cover the cost of the board system.

## **Economic Impact**

### MasterCard Memorial Cup 2013- based on the Saskatoon Sports Tourism Economic Assessment Model Summary

#### Initial Expenditure

The MasterCard Memorial Cup 2013 would produce an Initial Expenditure of \$11,083,583. 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 \$11,157,930. 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 MasterCard Memorial Cup 2013 would be approximately \$4,313,255. 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 MasterCard Memorial Cup 2013. It is estimated that the event will support 96.6 jobs, with 82.5 in Saskatoon.

### Industry Output

Industry Output or total economic activity is anticipated at \$19,294,835. This amount is the total of all direct, indirect and induced impacts on all goods and services produced within Saskatchewan's economy. This number appears higher than GDP because, in addition to all outputs, it includes the cost of purchased inputs in the intermediate production phase.

### Taxes

Taxes collected for the Mastercard Memorial Cup 2013 are an estimated \$3,039,117. This amount refers to the total tax revenue supported by the initial expenditures of the event.

### *Significant tourism attraction/destination for visitors who reside outside the region*

We will extend a warm and sincere welcome to all players, coaches, officials, and fans to explore our community and discover the many ways that Saskatoon Shines. We are confident everyone will enjoy our first-rate facilities, wonderful events and attractions, diverse shopping and dining establishments, and world-class hospitality.

The Memorial Cup is a tremendous opportunity to demonstrate the hospitality of Saskatchewan people and our genuine love for the game of hockey. Saskatchewan sports fans are renowned for their enthusiasm and have one of the highest rates of volunteerism in the country.

### **Past Event History**

#### *Past revenue and expenditure results:*

Brandon 2010 Memorial Cup Gross Revenue \$2,678,346 Net event profit \$802,940. This was the last Memorial Cup results in the WHL Division.

Mississauga 2011 Memorial Cup - Gross Revenue \$-2.6 million was their guarantee.

#### *How the event benefited the community*

Brandon 2010 Memorial Cup resulted in a huge economic spinoff for the business community during the event. Additionally, the arena was required to complete a number of upgrades to fulfill the venue's ability to host the event. These included new rink board glass, a "Jumbotron" and an enhanced dressing room legacy. With the team winning the 2010 Memorial Cup Bid, the venue was able to add private suites which had immediate and long term economic impact. Venue representatives believe that the suite additions would have been delayed for some time had the bid not been successful.

**Non-Profit Certificate-see attached**

## **Event Profits**

*How does the organizing committee plan to use any profits made from the hosting of the event?*

The National Marketing (television & national sponsorship) Event profits are the property of the CHL. The event gate profit are the property of the WHL and its' 22 hockey clubs. The only profits to the Host Committee go to Saskatoon Sports Tourism-\$20k, for their use.



101196716  
Entity Number

# Certificate of Incorporation

*THE NON-PROFIT CORPORATIONS ACT, 1995*

I certify that

MEMORIAL CUP 2013 INC.

is this day incorporated under *THE NON-PROFIT CORPORATIONS ACT, 1995* in accordance with the attached Articles.

Given under my hand and seal

this 12th day of December, 2011



Director of Corporations

FORM 1

ARTICLES OF INCORPORATION

*The Non-profit Corporations Act, 1995*

|  |
|--|
| <p><i>Electronic Filing</i></p> <p>12-Dec-2011</p> <p>Corporate Registry</p> |
|--|

1. Name of corporation:

**MEMORIAL CUP 2013 INC.**

2. The classes of membership:

There shall be two classes of membership as follows:

(a) *regular membership, the members of which shall be entitled to attend and vote at all meetings of members, and may be elected as a director;*

(b) *associate membership, the members of which shall be entitled to attend meetings but not to vote. An associate member may be elected as a director.*

3. Right, if any, to transfer membership interest:

None

4. Number (or minimum and maximum number) of directors:

Minimum 1; Maximum 10

5. The corporation is a: **SASKATCHEWAN MEMBERSHIP CORPORATION**

6. Restrictions, if any, on activities the corporation may carry on or on powers the corporation may exercise:

None

7. Persons to whom remaining property is to be distributed in the course of liquidation and dissolution of the corporation:

In accordance with section 209 of The Non-profit Corporations Act, 1995

8. Other provisions, if any:

None

Incorporator: JENNY UNDERHILL

Date: 12-Dec-2011





## Mastercard Memorial Cup 2013- Saskatoon Sports Tourism Economic Assessment Model Summary

### **Initial Expenditure**

The Mastercard Memorial Cup 2013 would produce an Initial Expenditure of \$11,083,583. 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 \$11,157,930. 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 Mastercard Memorial Cup 2013 would be approximately \$4,313,255. 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 Mastercard Memorial Cup 2013. It is estimated that the event will support 96.6 jobs, with 82.5 in Saskatoon.

### **Industry Output**

Industry Output or total economic activity is anticipated at \$19,294,835. This amount is the total of all direct, indirect and induced impacts on all goods and services produced within Saskatchewan's economy. This number appears higher than GDP because, in addition to all outputs, it includes the cost of purchased inputs in the intermediate production phase.

### **Taxes**

Taxes collected for the Mastercard Memorial Cup 2013 are an estimated \$3,039,117. This amount refers to the total tax revenue supported by the initial expenditures of the event.



#101 - 3515 Thatcher Avenue • Saskatoon, Saskatchewan • Canada • S7R 1C4  
Tel: (306) 975-3155 • Fax: (306) 975-2907 • [www.creditunioncentre.com](http://www.creditunioncentre.com)

January 22, 2012

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

Dear Ms. Odorico:

Re: Requested Special Event Grant

Memorial Cup Committee 2013 has made application for a \$100,000.00 Special Event Grant from the City of Saskatoon. The purpose of this grant is to partially fund a \$350,000.00 legacy project which would provide a new hockey rink board and glass system to the Credit Union Centre. The current system is twenty-three years old and does not meet the standards of today's current systems.

The purpose of this letter is to respectfully request that the Committee be provided some of these monies prior to the event as the new system will be installed in June of 2012. We would be most appreciative if 50% of the grant could be provided prior to June of 2012.

Please let me know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Will Lofdahl".

Will Lofdahl  
Credit Union Centre

## Special Event Reserve Funding and Expenditures

|                                 | SPECIAL EVENTS | PROFILE SASKATOON | TOTAL RESERVE |
|---------------------------------|----------------|-------------------|---------------|
| January 01, 2012                | (235,000)      | (10,000)          | (245,000)     |
| 2012 Provisions                 | (250,000)      | (250,000)         | (500,000)     |
| Approved Commitments            | 125,000        | 250,000           | 375,000       |
| Tentative--Subject to Approval  | 140,000        | 100,000           | 240,000       |
| Mastercard Memorial Cup Request | 50,000         |                   | 50,000        |
| January 01, 2013                | (170,000)      | 90,000            | (80,000)      |
| 2013 Provisions                 | (250,000)      | (300,000)         | (550,000)     |
| Approved Commitments            | 35,000         |                   | 35,000        |
| Tentative--Subject to Approval  | 25,000         |                   | 25,000        |
| Mastercard Memorial Cup Request | 50,000         |                   | 50,000        |
| December 31, 2013               | (310,000)      | (210,000)         | (520,000)     |

**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Community Services Department  
**DATE:** February 21, 2012  
**SUBJECT:** Innovative Housing Incentives Application  
 Mortgage Flexibilities Support Program  
 Innovative Residential Inc. – 102 and 110 Shillington Crescent  
**FILE NO.:** PL 951-110

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

- 1) that 84 affordable housing units to be built at 102 and 110 Shillington Crescent be designated under the Mortgage Flexibilities Support Program, as defined in Section 3.8 of the Innovative Housing Incentives Policy No. C09-002;
- 2) that financing for down payment grants estimated at \$360,000 be approved for 28 of these housing units;
- 3) that a capital grant equal to 10 percent of the capital cost of 28 of these units, to a maximum of \$200,000 be approved under Innovative Housing Incentives Policy No. C09-002;
- 4) that the City Solicitor be instructed to amend the Tax Sponsorship Agreement with Innovative Residential Inc. to include the project located at 102 and 110 Shillington Crescent; and
- 5) that the approval of recommendations one through four be contingent upon this housing project being fully approved for mortgage loan insurance flexibilities by either Genworth Financial Canada or Canada Mortgage and Housing Corporation.

**BACKGROUND**

During its June 22, 2009 meeting, City Council approved the new Mortgage Flexibilities Support Program (MFSP). This program provides a grant equal to a 5 percent down payment to pre-screened, low- and moderate-income households who have incomes that are within the Maximum Income Limits (MILs) as defined in the Innovative Housing Incentives Policy No. C09-002.

During its June 28, 2010 meeting, City Council approved the Tax Sponsorship Program in partnership with Innovative Residential Inc., and this program has been applied to projects at 310 Camponi Place, 715 Hart Road, and 1022 Hampton Circle. Under this program, the developer makes a lump sum payment to the City of Saskatoon (City) that is credited to the

home buyer's property tax account. The City then applies a subsidy to the tax account over a number of years making the home more affordable for low-income purchasers.

During its September 26, 2011 meeting, City Council approved a Cost Sharing Agreement with the Province of Saskatchewan (Province) to help fund the MFSP, set targets for the program until 2015, raised the MILs, and agreed to take over the income screening function for the program.

### REPORT

Innovative Residential Inc. plans to construct an 84 unit housing project on a site located at 102 and 110 Shillington Crescent in the Blairmore Suburban Centre. The project includes 42 two-bedroom units and 42 three-bedroom units in a stacked townhouse format (see Attachment 1). The two-bedroom units are 760 square feet on one level and will include one surface parking stall. The three bedroom units will be 1,254 square feet over two levels and will include two parking stalls, one of which will be in a detached garage. The homes will be modular built, and are expected to be completed incrementally from January 2013 to August 2013.

Innovative Residential Inc. has requested that all 84 units be designated under the City's MFSP and are eligible for down payment assistance when purchased by low- and moderate-income households qualifying under that program. Innovative Residential Inc. has applied to the City for financial assistance, including capital and down payment grants for only 28 of these units. The incentives for the remaining 56 units will be fully funded by Innovative Residential Inc.

#### City Funded Units

The City has the capacity to financially support 28 units with down payment grants under the MFSP and with capital grants under the Innovative Housing Incentives Program.

The down payment grants will equal 5 percent of the purchase price and will total approximately \$360,000. These 28 units will be funded from the allocation approved by City Council for 400 units under the MFSP from 2011 to 2015. The Province will contribute \$5,000 per unit from their Affordable Home Ownership Program upon occupancy of the units. The balance of the down payment grants on these units will be recovered through the redirection of property taxes to the Affordable Housing Reserve over a period of approximately five years.

These 28 units are eligible for a capital grant of up to 10 percent of the total cost; the applicant has applied for a 10 percent capital grant to a maximum of \$200,000. This grant would be based on the first units sold under the program, to a maximum of \$200,000. Funding for this grant has been set aside within the Affordable Housing Reserve from the 2013 allocation.

#### Developer Sponsored Units

Innovative Residential Inc. is offering to cover the cost of down payment grants for the remaining 56 units. The City will provide income screening and administer these down payment grants under the MFSP. The amount of these down payment grants will be deducted from the

capital grant approved for the first 28 units and the balance of approximately \$357,000 will be provided by Innovative Residential Inc. at the time that the homes sell.

The developer is encouraging diversity and reports that there is strong interest from buyers earning above the MILs who are interested in purchasing a unit. Any units sold to households earning above the MILs will receive no assistance of any kind from the City.

#### MILs and Program Requirements

All homebuyers receiving a 5 percent down payment grant from either the City or Innovative Residential Inc. must have a household income below the new MILs for the program, which are \$52,500 for households without dependents and \$60,000 for households with dependents. The City will screen all applicants to ensure that they are below these limits and will require that they complete the home ownership training program. To qualify, home buyers must not currently own a home, must have a net worth of less than \$25,000, and be approved for a high-ratio mortgage that is insured by Canada Mortgage and Housing Corporation (CMHC) or Genworth Financial Canada (Genworth).

#### Developer Sponsored Monthly Assistance Programs

In addition to the down payment assistance, Innovative Residential Inc. will provide monthly assistance of up to \$525 per month on an "as-needed" basis to households with incomes significantly below the MILs. Households and their lenders will need to apply to Innovative Residential Inc. for this support and demonstrate that it is needed in order to qualify for a mortgage.

When the monthly support is less than or equal to the property taxes the support will be administered by the City through the Tax Sponsorship Program, which is an existing partnership between Innovative Residential Inc. and the City. In cases where the monthly support is greater than the property taxes, it will be administered by the National Affordable Housing Corporation (NAHC). The NAHC is a non-profit organization established by Innovative Residential Inc. to provide monthly assistance to qualified households to lower monthly mortgage payments with the intent that as their income rises over time, the need for monthly assistance will decline. The funds will be held in trust by an independent trustee.

#### Mortgage Loan Insurance

The designation of housing projects under the City's MFSP is conditional on mortgage flexibilities being provided by either Genworth or CMHC.

Applications for mortgage loan insurance flexibilities have been made to CMHC and Genworth for this project.

### Pricing and Affordability

The three-bedroom units will be priced between \$254,900 and \$263,900. With the assistance programs, these three-bedroom homes will be affordable to households with annual incomes as low as \$38,900. The two-bedroom units will be priced between \$174,900 and \$184,900. With the assistance programs, these two-bedroom homes will be affordable to households with annual incomes as low as \$28,600.

### Concentration of Affordable Housing

Other affordable and entry-level home ownership projects in the Blairmore Suburban Centre are located at 715 and 710 Hart Road. The housing at 715 Hart Road was sold under the MFSP in 2010 and 2011 and includes 82 affordable units and 12 entry-level units. The Blairmore Landing Development Corporation is constructing an entry-level project at 710 Hart Road, which will be aimed at smaller households with slightly higher incomes. This project was approved for construction financing under the provincial HeadStart on a Home Program and did not receive any City incentives. All three ownership projects are distinct and have attractive designs.

Other adjacent housing in the Blairmore Suburban Centre will include close to 400 units of purpose-built rental housing. Your Administration is of the opinion that the Blairmore Suburban Centre is a desirable location for a mix of affordable, entry-level, and rental housing. Suburban centres are designed for a higher density of multi-unit housing than the surrounding neighbourhoods and include appropriate amenities to support such developments, such as transit centres, recreation facilities, high schools, and shopping.

Affordable and entry-level home ownership projects are being developed in a wide variety of locations in Saskatoon. The MFSP, coupled with the Land Predesignation Program, is helping to provide a much broader selection of attainable home ownership options across the city. City Council has approved affordable home ownership projects for the Stonebridge and Willowgrove neighbourhoods, which will come onto the market in 2012 and 2013. As well, City Council has predesignated a site that will include a mix of affordable and entry-level housing in the Evergreen neighbourhood that should come onto the market in 2013, offering buyers the choice of a number of neighbourhoods.

### OPTIONS

1. Designate 84 units to be built at 102 and 110 Shillington Crescent for down payment assistance under the MFSP, and approve the funding request as laid out in this report.
2. Deny the request to designate and fund these affordable housing units. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002.

Your Administration is recommending Option 1.

### POLICY IMPLICATIONS

There are no policy implications.

### FINANCIAL IMPLICATIONS

The financing source of the 28 down payment grants (\$360,000) is the Affordable Housing Reserve. The City has a commitment from the Province to contribute \$5,000 per unit (\$140,000) towards these grants, which will be available in 2013. The balance of the grant amount (\$220,000) will be returned to the Affordable Housing Reserve over a period of approximately five years through the designation of municipal and library property taxes.

The funding source for the capital grant of \$200,000 is the Affordable Housing Reserve from the 2013 allocation of \$1.2 million for affordable housing initiatives. To date, City Council has not approved any expenditures from this allocation; however, there is an application for \$23,900 pending. If both of these projects are approved, there will be close to \$1 million remaining for additional affordable housing projects to be completed in 2013.

### ENVIRONMENTAL IMPLICATIONS

Innovative Residential Inc. is including heat recovery ventilators, Energy Star appliance packages, Energy Star windows and doors, Energy Star furnaces, Energy Star hot water heaters, upgraded R50 insulation in the attic, dual flush toilets, rain sensing irrigation systems, water conserving landscape designs utilizing arid climate vegetation for reduced water consumption, common area commercial recycling bins, and insulated concrete foundations for reduced heat loss. The combined savings in utility costs are estimated at 25 percent over conventional construction.

### PUBLIC NOTICE

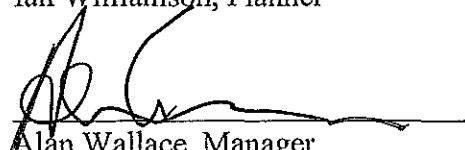
Public Notice, pursuant to Section 3 of the Public Notice Policy No. C01-021, is not required.

### ATTACHMENTS


1. Sample Renderings for 102 and 110 Shillington Crescent
2. Site Plan for 102 and 110 Shillington Crescent

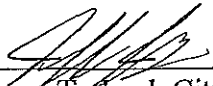
Written by: Ian Williamson, Planner

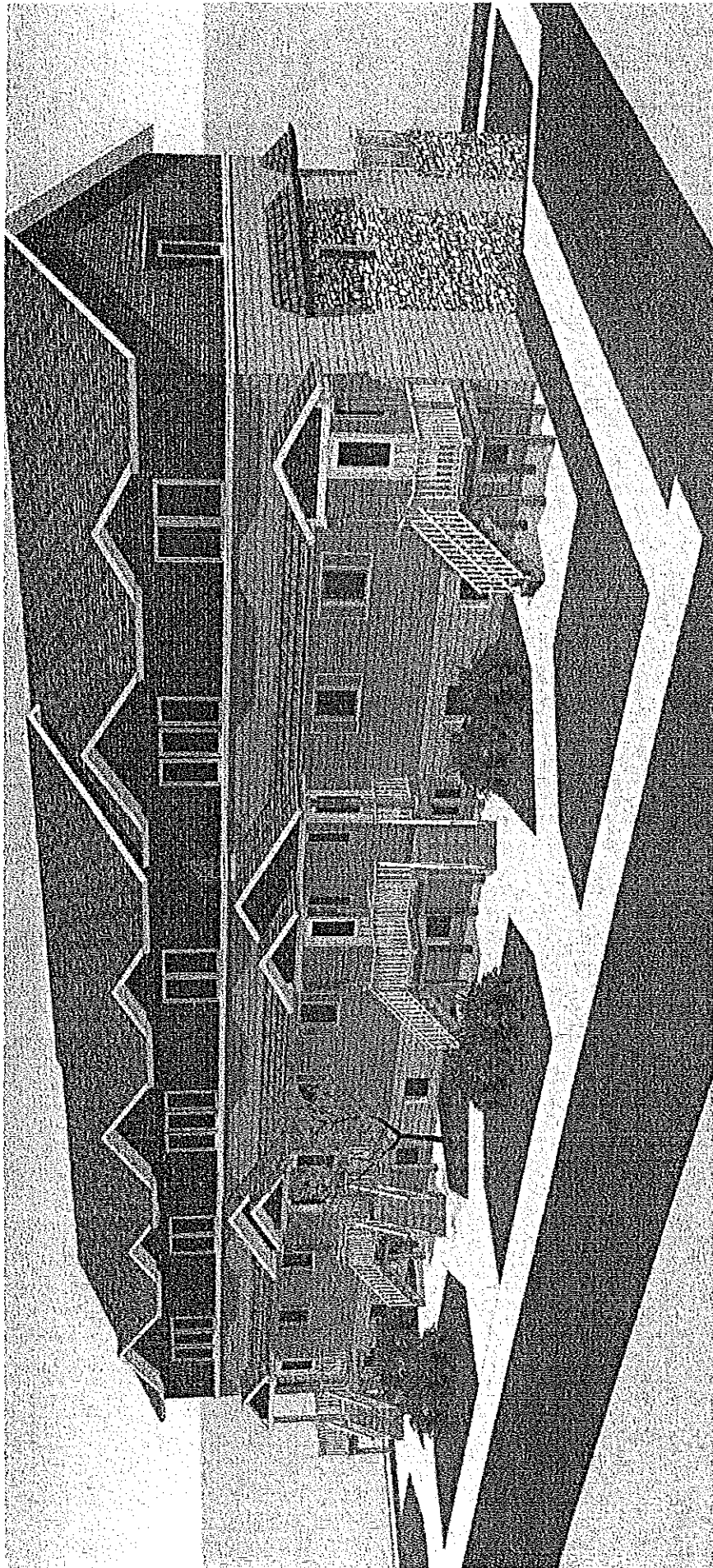
Reviewed by:

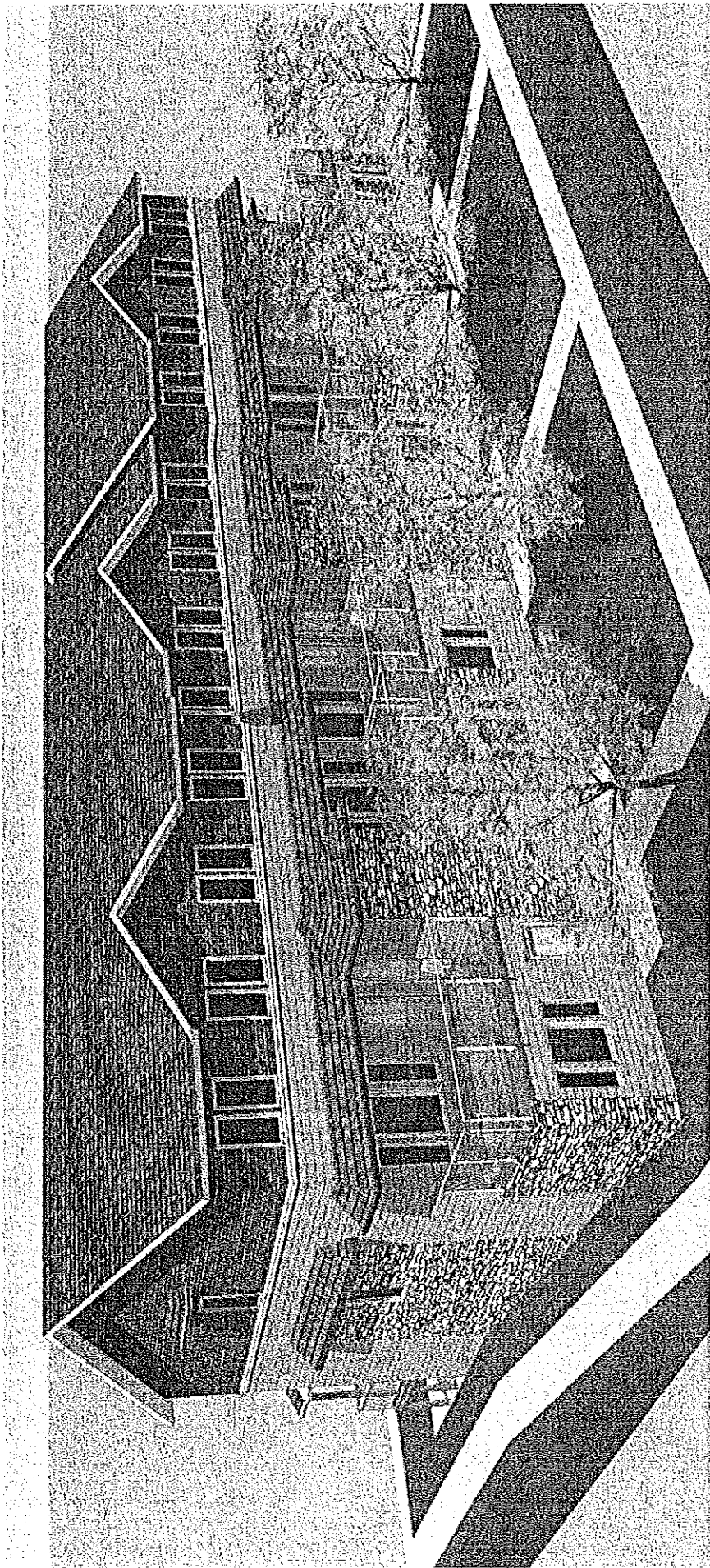
  
Alan Wallace, Manager  
Planning and Development Branch

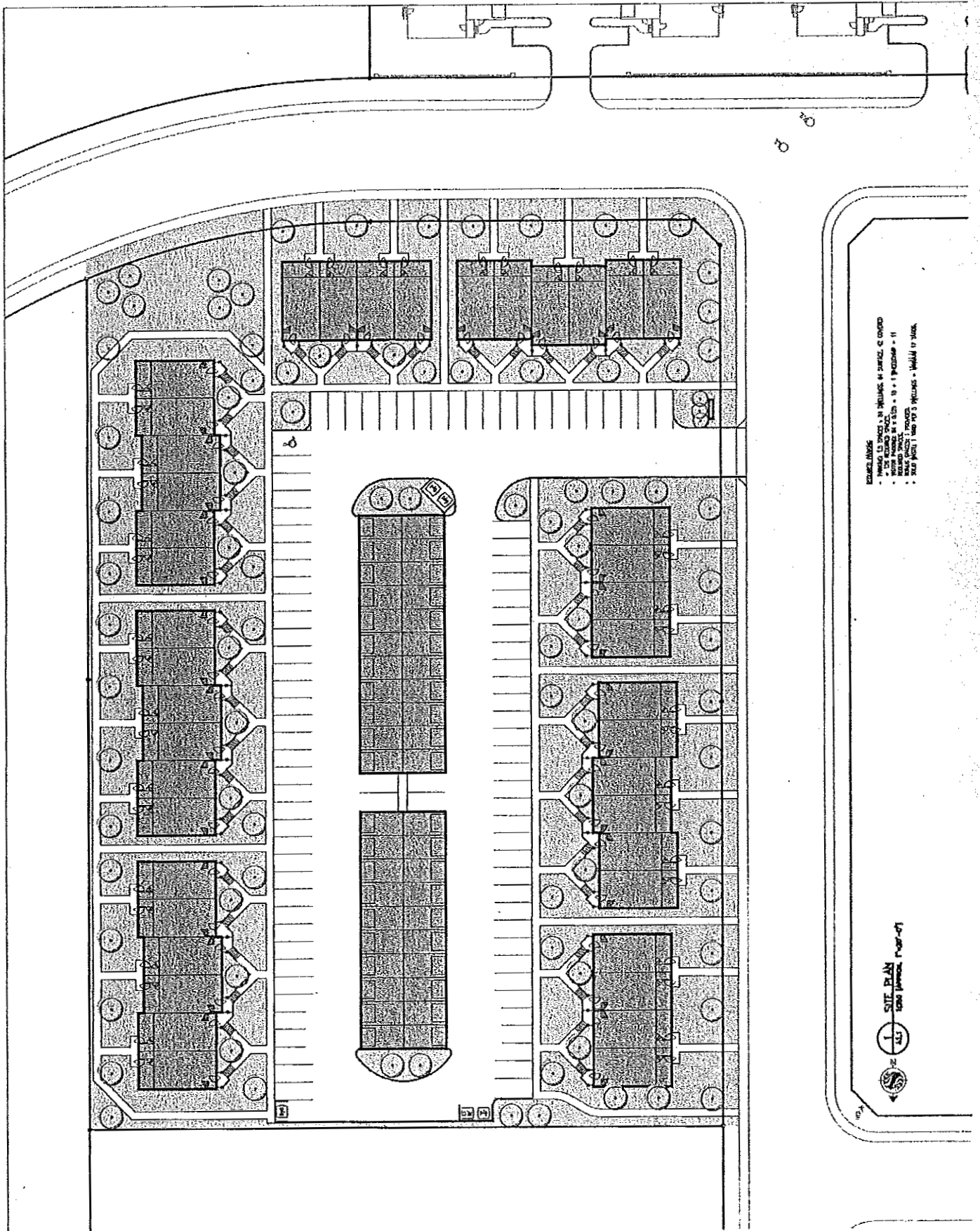


Approved by:   
*for* Randy Grauer, General Manager  
Community Services Department  
Dated: February 22, 2012

Approved by:   
*for* Murray Totland, City Manager  
Dated: Feb 23/2012







GENERAL NOTES:  
• ALL DIMENSIONS ARE IN METERS UNLESS OTHERWISE SPECIFIED  
• ALL DIMENSIONS ARE TO FACE UNLESS OTHERWISE SPECIFIED  
• ALL DIMENSIONS ARE TO FACE UNLESS OTHERWISE SPECIFIED  
• ALL DIMENSIONS ARE TO FACE UNLESS OTHERWISE SPECIFIED

1 SITE PLAN  
1000 1000 1000 1000

11.

**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Community Services Department  
**DATE:** February 21, 2012  
**SUBJECT:** Innovative Housing Incentives Application  
101131732 Saskatchewan Ltd. – 125 Avenue U South  
**FILE NO.:** PL 951-109

---

**RECOMMENDATION:** that a report be submitted to City Council recommending that funding of 10 percent of the total project cost, estimated at \$23,900, for the renovation of eight affordable rental units by 101131732 Saskatchewan Ltd. be approved under Innovative Housing Incentives Policy No. C09-002.

### **BACKGROUND**

In July 2007, City Council established a target of 500 affordable dwelling units annually to be achieved with the participation and partnership of numerous sectors including: government supported providers, financial institutions, developers, investors, and faith based groups. Under the Innovative Housing Incentives Policy No. C09-002, the applicant is eligible for capital funding assistance of up to 10 percent of the total project costs. The 2012 Housing Business Plan describes the programs and initiatives that the City of Saskatoon (City) is pursuing in order to achieve this target.

### **REPORT**

On December 20, 2011, your Administration received an application from 101131732 Saskatchewan Ltd. for funding assistance under the Innovative Housing Incentives Program. The proposal calls for the renovation of an eight-unit apartment building located at 125 Avenue U South (see Attachment 1) in the Pleasant Hill neighbourhood. The building is in need of extensive renovations, repairs, and upgrades.

#### **Project Description**

The eight-unit apartment building being renovated by 101131732 Saskatchewan Ltd. will consist of 7 two-bedroom units, and 1 one-bedroom unit. A complete renovation is planned for the building, including plumbing, electrical, and mechanical upgrades, new flooring and windows, and restoration of the building's exterior. An estimated \$239,000 will be invested in the building's renovation. The Saskatchewan Housing Corporation (SHC) has committed \$144,000 to the project under the Rental Residential Rehabilitation Assistance Program (RRAP). The applicants are contributing an estimated \$71,000 of their own resources to the renovation cost of the project.

To ensure that the units available through this project are offered to low-income households, prospective tenants will be required to have an annual income at or below the Maximum Income Limits (MILs) as determined by SHC. The City bases its Innovative Housing Incentives Policy No. C09-002 on these limits. The monthly rate charged for the units will be \$850 for the two-bedroom units and \$750 for the one-bedroom units.

Your Administration has thoroughly reviewed the request for assistance by 101131732 Saskatchewan Ltd. Based on the review, it has been determined that the project meets the eligibility criteria set out in the Innovative Housing Incentives Policy No. C09-002 for a 10 percent capital grant. 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 can be offered.

#### Distribution of Affordable Housing

In December 2011, City Council approved, in principle, the limiting of financial incentives for new affordable rental housing in neighbourhoods where a high concentration of affordable rental housing currently exists. When funding applications are received for the provision of new affordable rental housing, an assessment for the current concentration of affordable rental housing is conducted for the neighbourhood. If the current concentration of affordable rental housing is high, the application may not be recommended for approval.

This project is located within the Pleasant Hill neighbourhood. Based on the indicators used as criteria to determine if a neighbourhood has a high concentration of affordable rental housing units, the Pleasant Hill neighbourhood scores high on all indicators.

This development by 101131732 Saskatchewan Ltd. was in the planning stages and approved for provincial funding before City Council considered policy changes that would limit financial incentives in areas with a high concentration of affordable rental housing. This project will not contribute to the addition of any new rental stock to the neighbourhood as the apartment building is currently occupied as a rental property. Based on these circumstances, your Administration recommends support for this project as it will improve the existing building and add value to the neighbourhood.

#### OPTIONS

1. Provide assistance to 101131732 Saskatchewan Ltd. for its affordable rental project at 125 Avenue U South in the form of a grant equivalent to 10 percent of the total capital costs (estimated at \$23,900).
2. Decline to fund this project. This option would represent a departure from Innovative Housing Incentives Policy No. C09-02. The remaining capital portion for this project will have to be covered by 101131732 Saskatchewan Ltd. from its own resources.

Your Administration is recommending Option 1.

#### POLICY IMPLICATIONS

There are no policy implications.

#### FINANCIAL IMPLICATIONS

The report recommends a funding commitment of \$23,900. The funding source for the capital grant is the Affordable Housing Reserve from the 2013 allocation of \$1.2 million for affordable

housing initiatives. To date, City Council has not approved any expenditures from this allocation; however, there is an application for \$200,000 pending. If both of these projects are approved, there will be close to \$1 million remaining for additional affordable housing projects to be completed in 2013.

### ENVIRONMENTAL IMPLICATIONS

The applicant is installing a new high-efficiency boiler system, as well as replacing all old windows with dual pane vinyl windows. These features will reduce current utility costs and reduce heat loss within the building.

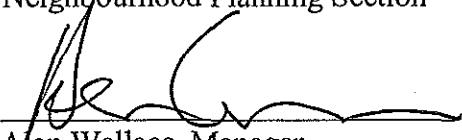
### PUBLIC NOTICE

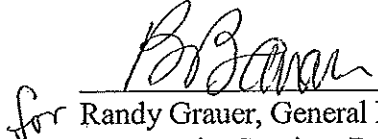
Public Notice, pursuant to Section 3 of the Public Notice Policy No. C01-021, is not required.


### ATTACHMENT

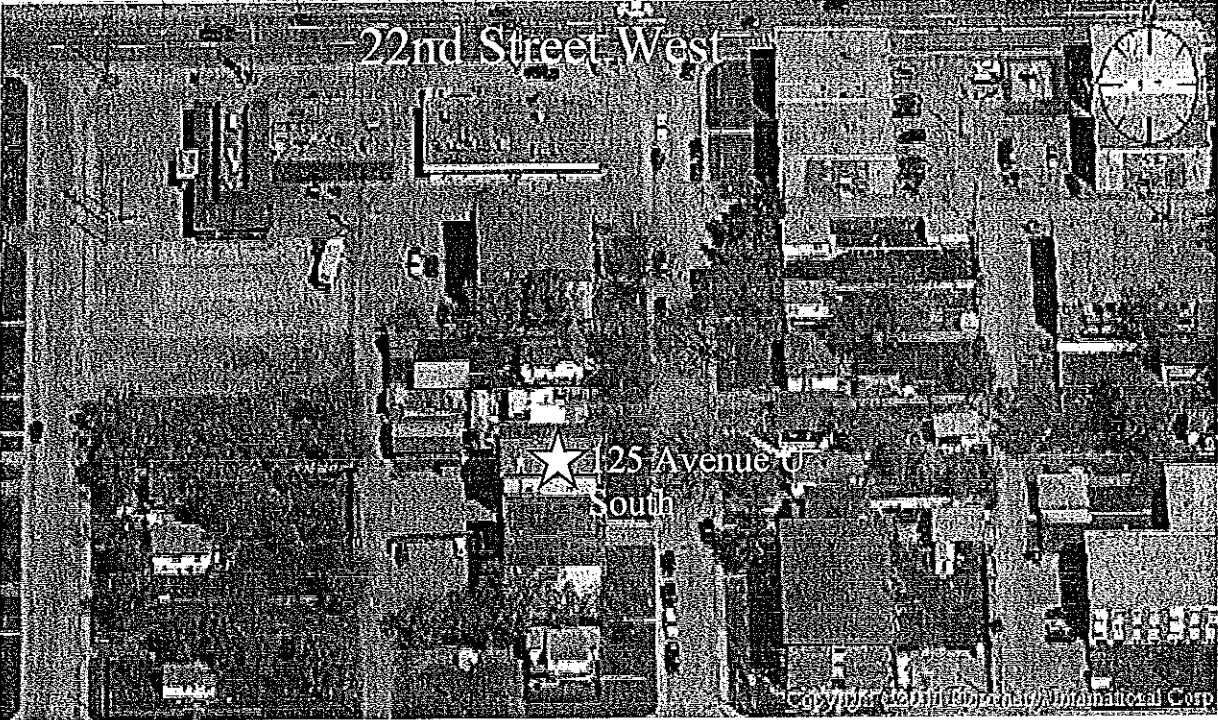
1. Map Showing Location of the Project (125 Avenue U South)

Written by: Ian Williamson, Planner  
Neighbourhood Planning Section

Reviewed by:   
Alan Wallace, Manager  
Planning and Development Branch

Approved by:   
for Randy Grauer, General Manager  
Community Services Department  
Dated: February 22, 2012

Approved by:   
for Murray Totland, City Manager  
Dated: Feb 24/2012





**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Community Services Department  
**DATE:** February 21, 2012  
**SUBJECT:** Year End Report – Building Standards Branch  
**FILE NO:** PL 4240-9

---

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

**BACKGROUND**

During its December 15, 1997 meeting, City Council approved the Reserves for Future Expenditures Policy No. C03-003 (Section 20 Plan Review and Inspection Service Stabilization Reserve). The purpose of the Plan Review and Inspection Service Stabilization Reserve is to:

- “a) accumulate funds for the purpose of offsetting any deficits in the Department’s Plan Review and Inspection Program due to revenue shortfalls from a decline in the number and/or type of Building and Plumbing Permits issued or unexpected expenditures; and
- b) to stabilize the effect which annual fluctuations in construction activity have on the mill rate.”

During its March 16, 2004 meeting, the Planning and Operations Committee instructed the Administration to provide an annual update on the status of the Plan Review and Inspection Service Stabilization Reserve as information only.

**REPORT**

**2011 Year-End Report**

Once again, construction activity in the City of Saskatoon (City) during 2011 exceeded expectations. The number of Building Permits issued was 4,651 and this set an all-time record in the 104 year history of the City issuing Building Permits. The previous record of 4,523 was set in 1987. Building Permits issued in 2011 also represented an increase of 2,835 new residential units compared to 2,541 created in 2010. The value of construction associated with the Building Permits issued in 2011 also reached an all-time high of \$936,923,000 (see Attachments 1 and 2).

Program revenues for 2011 were forecasted to be \$3,085,000, which would have resulted in a shortfall of \$260,843 after accounting for the mill rate share (20 percent) of anticipated operating expenses for that year of operation. The full amount of the shortfall was to be funded by the Plan Review and Inspection Service Stabilization Reserve. As a result, the reserve balance was projected to be \$2,108,106 at the end of 2011.

The final operating revenues and expenditures for the building and plumbing programs in 2011 are displayed in Attachment 3. Program revenues for 2011 turned out to be higher than forecasted, and operating expenditures also increased due to overtime and additional staff

resources required to deal with the high volume of activity. Instead of the shortfall that was forecasted for 2011, there was a surplus of \$932,319. As a result, the balance in the Plan Review and Inspection Service Stabilization Reserve was \$2,951,268 on December 31, 2011.

Permit activity in 2012 continues to be strong for both residential and commercial construction and is keeping pace with the latter months of 2011. The Building Standards Branch is continuing to deal with the back log of open Building Permits that has started to grow over the past few years. We are also continuing to work on items in our Branch Business Plan that outlines the goals, performance measures, key operating activities, and initiatives of the Building Standards Branch.

#### 100 Percent Cost Recovery Model and Building Permit Fee Increases

In July 2011, the services of BMA Management Consulting Inc. (BMA) was retained to undertake an independent review and make recommendations with respect to building permit fees and reserve policies. The objectives of this study included ensuring that the Community Services Department is establishing fees that:

- 1) support financial sustainability;
- 2) are fair and equitable;
- 3) recover the full cost of service (100 percent cost recovery);
- 4) take into consideration the cyclical effect of the construction industry through the development of sound reserve policies to mitigate risk;
- 5) consider future forecast for construction activity;
- 6) are competitive and have been compared in a meaningful manner to "like municipalities" and explanations are provided where differences may occur; and
- 7) are compliant with all relevant legislative and regulatory requirements.

Two of the observations that BMA made were that the Building Standards Branch is understaffed by as many as four building inspectors in the residential plan review and inspection area and that the turnaround times for residential permit issuance are higher than our target of five working days. To address this issue, the Building Standards Branch has hired an additional building inspector and is now seeking to hire another one with a start date in March 2012. Additional resources will be added, but only as needed and also to coincide with the phase-in period of permit fee increases.

Another key result of the BMA study was that starting in 2013 the Building Standards Branch's Plan Review and Inspection Program will be at 100 percent cost recovery and will operate as an enterprise model. This will provide significant mill rate savings starting in 2013. BMA also recommended that the City update plumbing fees to reflect full cost recovery principles to be consistent with the building permit fees. A report on plumbing permit fees will be presented to City Council in the near future.

**OPTIONS**

There are no options.

**POLICY IMPLICATIONS**

There are no policy implications.

**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 the Public Notice Policy No. C01-021, is not required.

**ATTACHMENTS**

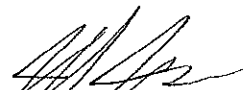
1. Saskatoon Building Permit Statistics for 2011 Versus 2010
2. Building Permit History (1970 to 2011)
3. The Community Services Department Plan Review and Inspection Service Stabilization Reserve Sufficiency Report (2011 to 2016)

Written by: Bob Baran, Manager  
Building Standards Branch

Approved by:

  
\_\_\_\_\_  
for Randy Grauer, General Manager  
Community Services Department  
Dated: February 21, 2012

Approved by:

  
\_\_\_\_\_  
for Murray Totland, City Manager  
Dated: Feb 23/2012

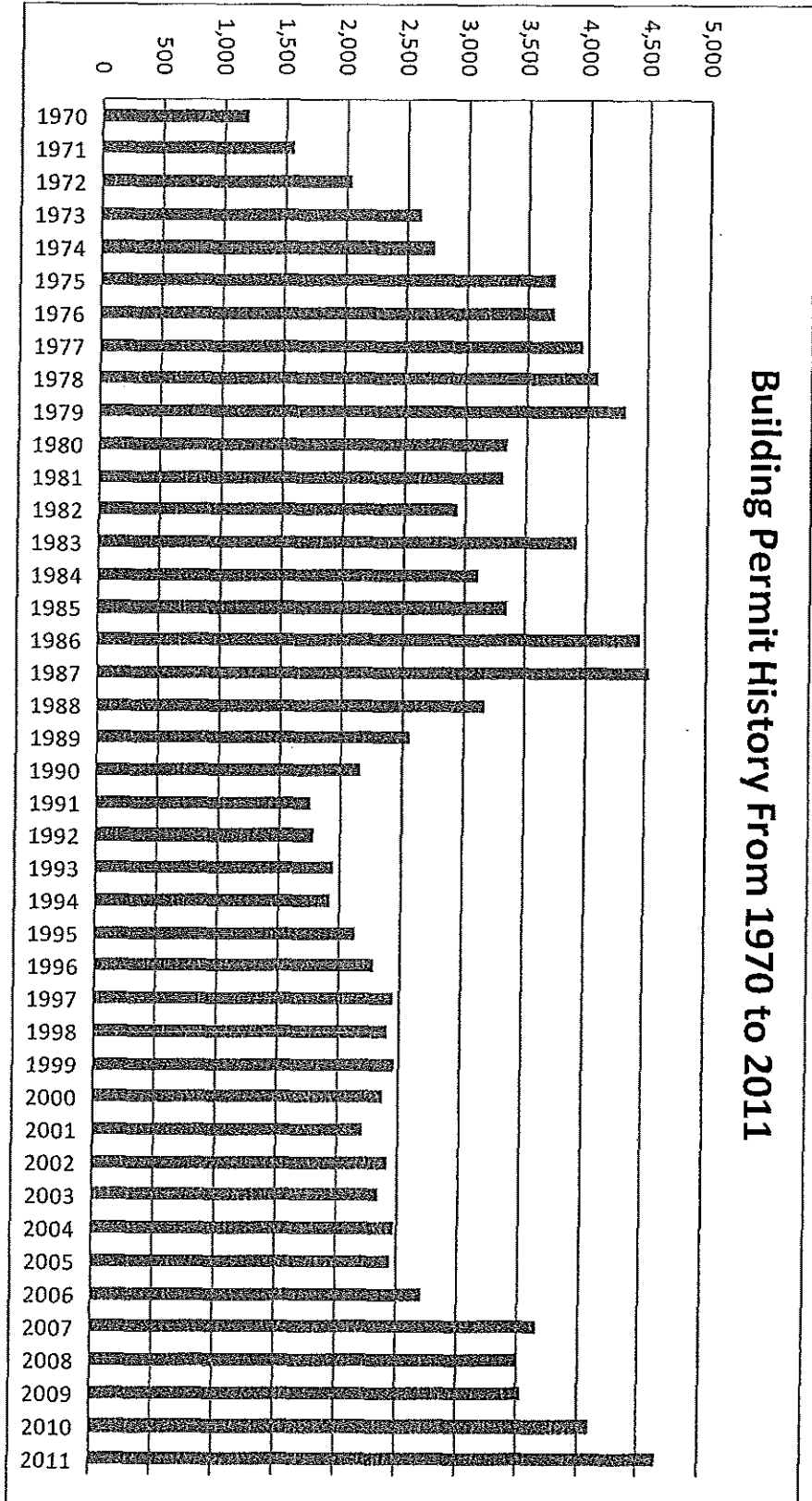
## Building Permit Statistics for 2011 vs 2010

| Category                            | Number of Permits |             |              | Construction Value (\$million) |                |              |
|-------------------------------------|-------------------|-------------|--------------|--------------------------------|----------------|--------------|
|                                     | Dec 31/11         | Dec 31/10   | Change %     | Dec 31/11                      | Dec 31/10      | Change %     |
| Residential                         | 3502              | 3075        | 13.9%        | \$401.2                        | \$200.0        | 100.6%       |
| Apartments & Housing Projects       | 314               | 282         | 11.3%        | \$196.6                        | \$178.1        | 10.4%        |
| Commercial                          | 305               | 271         | 12.5%        | \$164.5                        | \$123.4        | 33.3%        |
| Industrial                          | 207               | 185         | 11.9%        | \$103.5                        | \$61.2         | 69.1%        |
| Institutional & Assembly            | 83                | 96          | -13.5%       | \$45.2                         | \$98.4         | -54.1%       |
| Other (includes demolition permits) | 240               | 191         | 25.7%        | \$25.9                         | \$5.0          | 418.0%       |
| <b>TOTAL</b>                        | <b>4651</b>       | <b>4100</b> | <b>13.4%</b> | <b>\$936.9</b>                 | <b>\$666.1</b> | <b>40.7%</b> |

### Summary of major projects over \$10M approved in 2011

|  |         |  |
|--|---------|--|
| New Apartment - U of S Student Housing   | \$29.9M | (Included in "Residential" above)                |
| Addition Queen's Bench Court House       | \$24.1M | (Included in "Institutional and Assembly" above) |
| New Apartment - U of S Student Housing   | \$16.0M | (Included in "Residential" above)                |
| New Apartment - U of S Student Housing   | \$16.0M | (Included in "Residential" above)                |
| New Office Building - River Center       | \$13.9M | (Included in "Commercial" above)                 |
| New Apartment - Lighthouse               | \$12.4M | (Included in "Residential" above)                |
| New Office Warehouse - Acklands Grainger | \$10.2M | (Included in "Industrial" above)                 |

# Building Permit History From 1970 to 2011



The Community Services Department Plan Review and Inspection Service Stabilization Reserve Sufficiency Report

|   | 2011        | 2011        | 2011        | 2012        | 2012        | 2012        | 2013        | 2013        | 2014        | 2014        | 2015        | 2015        | 2016        |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|   | Budget      | Actuals     | Budget      | Projection  | Budget      | Projection  | Projections | Projections | Projections | Projections | Projections | Projections | Projections |
| (581) Salaries + Payroll Costs + Operating Costs                    | \$2,748,835 | \$2,732,791 | \$2,919,453 | \$2,919,453 | \$2,919,453 | \$2,919,453 | \$5,000,000 | \$5,150,000 | \$5,304,500 | \$5,463,635 |             |             |             |
| (593) Salaries + Payroll Costs + Operating Costs                    | \$1,146,775 | \$1,234,345 | \$1,451,376 | \$1,500,000 | \$1,500,000 | \$1,500,000 |             |             |             |             |             |             |             |
| Total Expenses  | \$3,895,610 | \$3,967,136 | \$4,370,829 | \$4,419,453 | \$4,419,453 | \$4,419,453 | \$5,000,000 | \$5,150,000 | \$5,304,500 | \$5,463,635 |             |             |             |
| Total Expenses used to calculate the mill rate share (581 Expenses) | \$2,748,835 | \$2,732,791 | \$2,919,453 | \$2,919,453 | \$2,919,453 | \$2,919,453 | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         |
| Revenue from Permits - Plumbing                                     | \$270,000   | \$484,440   | \$300,000   | \$475,000   | \$475,000   | \$475,000   | \$475,000   | \$475,000   | \$475,000   | \$475,000   | \$475,000   | \$475,000   | \$475,000   |
| Revenue from Permits - Residential                                  | \$1,000,000 | \$1,193,147 | \$1,000,000 | \$1,100,000 | \$1,100,000 | \$1,100,000 | \$1,200,000 | \$1,392,000 | \$1,433,760 | \$1,476,773 | \$1,476,773 | \$1,476,773 | \$1,476,773 |
| Revenue from Permits - Commercial                                   | \$1,800,000 | \$2,655,714 | \$2,000,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$3,000,000 | \$3,553,500 | \$3,660,105 | \$3,769,908 | \$3,769,908 | \$3,769,908 | \$3,769,908 |
| Other Revenue   | \$15,000    | \$19,596    | \$15,000    | \$15,000    | \$15,000    | \$15,000    |             |             |             |             |             |             |             |
| Total Revenue from Permits  | \$3,085,000 | \$4,352,897 | \$3,315,000 | \$4,090,000 | \$4,090,000 | \$4,090,000 | \$4,675,000 | \$5,420,500 | \$5,568,865 | \$5,721,681 | \$5,721,681 | \$5,721,681 | \$5,721,681 |
| Expenses Funded by Mill Rate  | \$549,767   | \$546,558   | \$379,529   | \$379,529   | \$379,529   | \$379,529   | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         | \$0         |
| Total Revenue   | \$3,634,233 | \$4,899,455 | \$3,694,529 | \$4,469,529 | \$4,469,529 | \$4,469,529 | \$4,675,000 | \$5,420,500 | \$5,568,865 | \$5,721,681 | \$5,721,681 | \$5,721,681 | \$5,721,681 |
| Balance to transfer to Reserve Account                              | -\$260,843  | \$932,319   | -\$676,300  | \$50,076    | \$50,076    | \$50,076    | -\$325,000  | \$270,500   | \$264,365   | \$258,046   |             |             |             |
| Contribution to Fund Capital Projects                               | -\$100,000  |             |             |             |             |             |             |             |             |             |             |             |             |
| Special Project Funding   |             | -\$250,000  |             |             |             |             |             |             |             |             |             |             |             |
| Estimated Return to Source from Capital Projects                    |             |             |             |             |             |             |             |             |             |             |             |             |             |
| Net Change to the Reserve Account                                   | -\$260,843  | \$582,319   | -\$676,300  | \$50,076    | \$50,076    | \$50,076    | -\$325,000  | \$270,500   | \$264,365   | \$258,046   |             |             |             |
| Reserve Balance from previous year                                  | \$2,368,949 | \$2,368,949 | \$2,951,268 | \$2,951,268 | \$2,951,268 | \$2,951,268 | \$3,001,344 | \$2,676,344 | \$2,946,844 | \$3,211,209 | \$3,211,209 | \$3,211,209 | \$3,211,209 |
| Year-end Reserve Balance  | \$2,108,106 | \$2,951,268 | \$2,274,968 | \$3,001,344 | \$3,001,344 | \$3,001,344 | \$2,676,344 | \$2,946,844 | \$3,211,209 | \$3,469,255 |             |             |             |
| Year-end Reserve Cap  | \$1,947,805 | \$5,950,704 | \$6,556,244 | \$6,629,180 | \$6,629,180 | \$6,629,180 | \$7,500,000 | \$7,725,000 | \$7,956,750 | \$8,195,453 |             |             |             |

Transition to 100% Cost Recovery Model

Assumptions: Yearly 3% inflationary increase for commercial permit revenue. All expenses increase by 3% per year.

(These increases are for "residential" construction only) Building Permit fee increase. 4%  
 (These increases are for "commercial" construction only) Building Permit fee increase. 11%

18%  
9%  
16%  
15%  
0%  
3%

**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Community Services Department  
**DATE:** January 25, 2012  
**SUBJECT:** Saskatoon Food Charter  
**FILE NO:** CK 4110-45, CK 205-1, and LS 150-1

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

### **BACKGROUND**

At its September 9, 2002 meeting, City Council considered a request from the Saskatoon Food Coalition to adopt the Saskatoon Food Charter, and resolved to approve the request, in principle.

At its meeting on September 12, 2011 meeting, City Council considered the above mentioned correspondence "Saskatoon Food Charter" and resolved that the matter be referred to the Administration to report to the Planning and Operations Committee. The correspondence was submitted by the Saskatoon Food Coalition in conjunction with the Community University Institute of Social Research (CUISR) and provides an overview from their perspective on the progress to date of the implementation of the Saskatoon Food Charter.

### **REPORT**

Since City Council's approval, in principle, of the Saskatoon Food Charter in 2002, your Administration has worked to identify new programs and services and/or enhance existing services that would support the City of Saskatoon's (City) role in the implementation of the Saskatoon Food Charter. A summary of these initiatives are as follows:

#### **Community Gardens**

In 1999, Community Gardens were introduced to Saskatoon by the Child Hunger and Education Program (CHEP) Good Food Inc. CHEP assists community groups to find land for gardening and provides start-up costs, including the provision of seeds, seedlings, and tools. They also partner with schools and other groups to enable the development of other community gardening programs. Subsequent to the establishment of community gardens in Saskatoon, in 2003, City Council approved the Comprehensive Community Gardening Plan that was in effect until June 2009. In December of 2009, City Council approved new guidelines for community and allotment gardens on civic property, along with an additional annual budget allocation of \$1,500. These guidelines outline the process for approval of community gardens on civic property, and also the level of supports available. In September 2011, City Council approved an additional \$5,000 Garden Greening Grant Program starting in 2012 to fund the infrastructure for community gardens, including such things as tool storage, compost bins, benches, garbage stands, notice boards, and signage. The Administration is currently working with CHEP to finalize the implementation procedures and processes for this funding.

Since the inception of the revised community garden program in 2010, the number of community gardens, on City-owned land, has increased from 3 gardens in 2009, to 11 gardens in 2011, and

over 300 garden plots. There are currently four applications for new community gardens in 2012, and two applications for expansion to existing gardens.

### Allotment Gardens

Since 1980, the Parks Branch of the City of Saskatoon has offered garden plot rentals through its Allotment Garden Program and this continues today with over 80 garden plots for rent in the Westview neighbourhood. These plots have been rented out consistently over the past number of years, and each year there is a waiting list. Three of these plots have been provided free of charge to CHEP for the Good Food Box Program. Your Administration is reviewing the current allotment garden program within the city, and will be the subject of a subsequent report to City Council.

### Saskatoon Farmers' Market

After years of moving from one place to another, the Saskatoon Farmers' Market Cooperative Limited had been searching for a permanent home for their summer and winter operations. In 2003, the Farmers' Market developed and presented to City Council the "Market for Saskatoon", which outlined the Business case for a permanent home at River Landing. In response to this opportunity, the South Downtown Concept Plan, which was approved by City Council on June 21, 2004, and by the Meewasin Valley Authority on October 1, 2004, called for the conversion of the former electrical building on 19<sup>th</sup> Street to function as a farmers' market. The City paid the costs to renovate the former electrical garage to serve as a permanent home for the Farmers' Market (the Farmers' Market occupies 13,561 square feet of the building). The Farmers' Market leases the building and is responsible for all the operational costs, including maintenance, custodial, utilities, security, and insurance. To assist with start-up, the Farmers' Market received approval to defer contribution to the maintenance reserve to year three of the agreement. The Farmers' Market has been leasing the building since April 2007.

The City also developed a public square, which is owned and operated by the City, but is leased at no charge to the Farmers' Market for their outdoor market. Their use of the public square is for specific times of the year. The public square is available for public use outside the times it is booked to the Farmers' Market.

### Garden Site License Agreements

At its May 24, 2010 meeting, City Council approved the following recommendation from the Executive Committee:

"that City-owned parcels held for residential resale be made available for food production under a garden site license agreement as outlined in the report of the General Manager, Community Services Department dated May 4, 2010."

This program is designed to assist non-profit community-based organizations with a significant mandate in food security in Saskatoon, and is a great opportunity to enhance the City's role in food



security and the appearance of our neighbourhoods. The first application approved under this program was for the Saskatoon Food Bank for a food production site on the 900 block of 3<sup>rd</sup> Avenue. This site was initially used to grow potatoes for use by the Food Bank in their food distribution system.

#### Supports to Community-Based Organizations

The City has provided funding support to community-based organizations on an annual basis through Assistance to Community Groups Cash Grants – Social Services, for over 20 years. In 2009, City Council approved the designation of ten organizations as flagship organizations within this funding program. These organizations were recognized as providing a needed service in the community having a track record of good organizational and fiscal management, and also sound program and service delivery. As flagship organizations, they were provided with a three-year funding cycle, which provided them with a confirmed funding amount for the three-year cycle, allowing them to better plan and deliver services. Three of those flagships are involved in food security and are noted below:

|    |                     |                         |
|----|---------------------|-------------------------|
| a) | CHEP                | \$27,500 annual support |
| b) | Saskatoon Food Bank | \$28,550 annual support |
| c) | Friendship Inn      | \$35,210 annual support |

#### Food System Assessment

Based on a recommendation from the Westmount Local Area Plan, the Neighbourhood Planning Section of the Planning and Development Branch is currently providing a support role to a committee comprised of the Saskatoon District Health Region and food providers in the development of a food system assessment for Saskatoon. The food system assessment would be a multi-phase project, which would include an environmental scan, asset and gap analysis, community priority setting, and a community action plan. This committee is currently seeking resources to complete the food system assessment and the City has committed \$5,000, to this project, from the Westmount Local Area Plan implementation funding.

#### Land Use Policy, Zoning, and Incentive Programs

The City is involved on an ongoing basis in the facilitation of rezoning and incentive programs to encourage innovative approaches to food security in our city. As part of the City Centre Plan that is currently being developed, your Administration is looking at examples of best practices in policies and strategies designed to encourage the development of food stores in downtown areas. This information will be utilized to review the City's current policies in this area for potential changes and/or enhancements.

#### Station 20 West

The Administration has been working with the proponents of this development since its inception and support to date has included remediation of the land through the Urban Development

Agreement funding and the sale of the land for \$1. Your Administration continues to work with the proponents of this development and have recently issued the initial building permits for the construction of this facility. The City has committed to property tax abatements during the first five years of operation. These tax abatements are forecasted by officials from Station 20 West to range from \$39,000 in year one to \$43,895 in year five.

Your Administration will continue to look for ways in which the City can support the work of the Saskatoon Food Coalition and the implementation of the Saskatoon Food Charter to address issues of food security in the city. This may include options around land use policy, zoning, and incentive programs to support a community plan to make locally grown food more readily available in our city.

### OPTIONS

There are no options.

### POLICY IMPLICATIONS

There are no policy implications.

### FINANCIAL IMPLICATIONS

There are no financial implications.

### ENVIRONMENTAL IMPLICATIONS

There may be some indirect environmental implications through having ready access to locally grown produce. There are no direct environmental and/or greenhouse gas implications.

### PUBLIC NOTICE

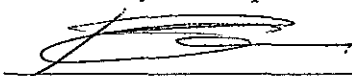
Public Notice, pursuant to Section 3 of the Public Notice Policy No. C01-021, is not required.

Written by: Shannon Hanson, Social Development Manager

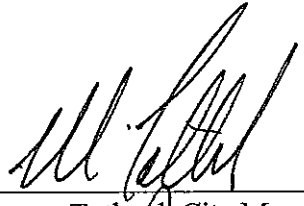
Reviewed by:

  
 Lynne Lacroix, Manager  
 Community Development Branch

Approved by:

  
 Randy Grauer, General Manager  
 Community Services Department  
 Dated: Jan, 25/12

Approved by:



Murray Totland, City Manager

Dated: Jan. 26/2

Provided by  
Dr. Rachel Engler-  
Stinger to  
Pro Otter-Markelitz

Thank you for giving me the opportunity to speak to you and thank you for receiving the report I co-authored with Justin Harder. I have the administrative report that you are receiving today and I have a few comments to make regarding that report. Specifically I wish to respond to its last paragraph. It states "Your administration will continue to look for ways in which the City can support the work of the Saskatoon Food Coalition and the implementation of the Saskatoon Food Charter to address issues of food security in the city. This may include options around land use policy, zoning, and incentive programs to support a community plan to make locally grown food more readily available in our city."

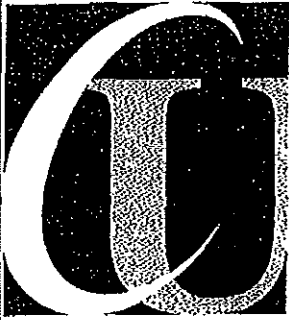
I have brought with me two reports that I think are useful for the City to consider regarding this closing statement to the administration's report. The first is called *Cultivating Food Connections: Toward a Healthy and Sustainable Food System for Toronto* published in 2010 by Toronto Public Health (which is a city department), and the second is called *A Seat at the Table: Resource Guide for Local Governments to Promote Food Secure Communities*, published in 2008 by the B.C. Provincial Health Services Authority. Both reports contain ideas for initiatives that can easily be implemented in Saskatoon. Many of these are also presented as recommendations in our Food Charter Report. For example, we had recommended that the City examine zoning by-laws and ensure that they encourage local food production now and in the future. In Toronto, the city's Environment Office has been preparing a report to discuss a wide range of potential policy and program options across city departments to support an increase in urban agriculture. I would like to see the same type of initiative undertaken here. One obvious opportunity was highlighted during the 2012 Civic Services Review under the Recreational and Cultural Services budget line. There was a recommendation to decrease park maintenance costs by increasing the number of community gardens and other community-led urban agriculture projects on city-owned land. I believe that some of the options that should be up for consideration include allowing community organizations and individuals to use more land for allotment gardens, small-scale urban community-supported agriculture projects and new farmer training programs. There are many opportunities for both increasing urban agriculture and decreasing city-owned land maintenance costs if the city is willing to entertain new land use policies.

Another way to increase urban agriculture is to ensure that new developments are required to have green roofs. This would reduce greenhouse gas emissions and would also provide new spaces for urban food production, both of which are goals stated in the most recent Saskatoon City Strategic Plan. Another suggestion is to include implementation of a policy of utilizing the

property surrounding city-owned buildings and facilities for growing fruit trees and bushes, as well as switching the focus of planting in parks to fruit-bearing plants. I know this is currently happening to some degree, but I am asking the city to put this practice into policy. At the same time, and key to the success of this practice, is having the city could put together a list and map of locations where fruit-bearing plants are being grown on city property that could be circulated and advertised so residents could know where to go to pick fruit.

The Strategic Plan also emphasizes embracing an entrepreneurial spirit and innovation in businesses big and small. Within the food system there are many opportunities for supporting innovation and entrepreneurship. The city has an opportunity to examine its by-laws and policies to encourage the development of small food businesses that will contribute to the economy through direct employment and a 'multiplier effect' that encourages spending in the local community and support for other local businesses. An important way to facilitate local food production entrepreneurship is through purchasing contracts that would provide the grower with reliable and predictable revenues from selling their products, which then would encourage growers to invest further in local production. Saskatoon could follow the city of Toronto's example and make it a policy to purchase locally grown food for use in city-owned facilities, and for city-sponsored events. This can be done incrementally, so for example, during the first two years the City could require that 10% of all vegetable and fruit purchases be made from local sources, then after that 20%, and so on until at least half of purchases are made from local sources. In addition, the removal of most unhealthy foods, or at the very least the guaranteed presence of healthy food options within public institutions can have a significant impact on the long-term health of the Saskatoon population and sets a good example for others. To facilitate innovation and entrepreneurship in the food industry the City can also examine ways that it can support food system infrastructure such as small-scale processing and storage.

There are many more opportunities that the City has to support a strong and vibrant local food economy that contributes to the food security and health of all residents. Many of these are described in the Food Charter Report and others are listed in the two reports from Toronto and B.C. that I have brought for you today. The final message I want to leave you with is that what is good for food security and human health is also good for the environment and the local economy and there are many residents of this city, myself included, who are willing to work to find ways to ensure that all our desires for the future of this city's food security can be met.



TOWARD IMPLEMENTATION OF THE  
SASKATOON FOOD CHARTER: A REPORT

RACHEL ENGLER-STRINGER AND JUSTIN HARDER

WITH THE SASKATOON FOOD COALITION

Community-University Institute for Social Research

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**TOWARD IMPLEMENTATION OF THE  
SASKATOON FOOD CHARTER: A REPORT**

RACHEL ENGLER-STRINGER AND JUSTIN HARDER

WITH THE SASKATOON FOOD COALITION



Community-University Institute for Social Research



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Toward Implementation of the Saskatoon Food Charter: A Report

Rachel Engler-Stringer and Justin Harder with the Saskatoon Food Coalition

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Community-University Institute for Social Research  
University of Saskatchewan

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## ABSTRACT

The City of Saskatoon adopted in principle the Saskatoon Food Charter in 2002. The Charter contains a series of five principles and areas for action that are needed to achieve food security including: Food Security and Production, Food Security and Health, Food Security and Culture, Food Security and Justice, and Food Security and Globalization.

This report compiles and briefly documents programs and initiatives currently underway in and around the City of Saskatoon that contribute to the principles set out in the Saskatoon Food Charter. They include: farmers' markets, community-supported agriculture initiatives, local food in grocery stores and food co-ops, institutional procurement, food policy groups, food box programs, local product auctions, new farmer training programs, incubator kitchens, and agricultural land protection.

The second purpose of this report is to present ideas from the policy and research literature or articulated by people contacted through the documentation of initiatives already underway that would further implementation of the Charter. The report ends with a timeline of specific recommendations for the Saskatoon context to further the implementation of the Saskatoon Food Charter and its five principles.

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## INTRODUCTION

The City of Saskatoon adopted, in principle, the Saskatoon Food Charter in 2002 (Kossick, 2004). The Charter contains a series of five principles and areas for action that are needed to achieve food security including: Food Security and Production, Food Security and Health, Food Security and Culture, Food Security and Justice, and Food Security and Globalization (Kossick, 2004; Saskatoon Food Coalition, 2002). The complete Saskatoon Food Charter is attached in Appendix A.

Inspired by a Food Charter adopted by Toronto in 1999, the Saskatoon Food Coalition (SFC) was officially formed in 2000 when a number of partners came together to develop a Saskatoon Food Charter. The SFC created a platform to bring interested stakeholders to the table to champion food security in Saskatoon (Kossick, 2004). Early members of the SFC included children's nutrition program organizers, organic farmers, food bank representatives, public health representatives, and international NGO development workers concerned about fair trade. Ten years later, the Coalition's on-going mandate is to monitor progress on the Saskatoon Food Charter and to encourage its implementation through work with the City of Saskatoon and other relevant organizations.

This report's purpose is two-fold; first to compile and briefly document programs and initiatives currently underway in and around the City of Saskatoon that contribute to the principles of the Saskatoon Food Charter and second, to present ideas from the policy and research literature and those articulated by people contacted through the documentation of initiatives already underway that would further implementation of the Charter. Before presenting these initiatives and ideas, a brief explanation of food security and sustainable food systems, as understood by the authors, will be presented.

### What is Food Security?

According to the United Nations Food and Agriculture Organization ("Special Programme for Food Security," 2010), "food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life." At the household level, food insecurity is the limited or uncertain availability of nutritionally adequate and safe foods, or the limited or uncertain ability to acquire acceptable foods in socially acceptable ways (Radimer, Olson, & Campbell, 1990). The opposite of household food insecurity, household food security, has four dimensions that are quantitative, qualitative, social and psychological in nature (Frongillo, 1999; Radimer et al., 1990). The quantitative dimension means having sufficient food to meet basic needs. The qualitative dimension focuses on food that is safe (no dented cans for example) and sufficiently diverse (dietary monotony and consumption of a narrow range of inexpensive foods are quality issues that are associated with food insecurity). Social acceptability, the third dimension, is focused on how food is acquired. For example, charitable sources such as food banks are

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associated with feelings of humiliation. The psychological dimension is focused on issues such as anxiety about running out of food and other psychological distress. According to Chen and Che (2001), household food insecurity in Canada follows a predictable sequence of severity from worrying about not having enough money to buy food, to compromising on quality, and then finally to compromising on the quantity of food eaten.

Recent Canadian Community Health Survey analyses have put rates of household food insecurity in Canada at 9.2 per cent with certain populations such as Aboriginal peoples and single women with children at higher risk of experiencing food insecurity (Willows, Veugelers, Raine, & Kuhle, 2009). According to the most recent food bank usage statistics (Food Banks Canada, 2009), 704,414 individuals in Canada receive food from a food bank in the average month. The 2009-2010 Annual Report for the Saskatoon Food Bank & Learning Centre (Saskatoon Food Bank and Learning Centre, 2010) reports that a total of 59,668 food hampers were distributed between April 1, 2009 and March 31, 2010 while 141,757 food hampers were requested in the same time frame, indicating a significant gap between the need for food hampers and what the Saskatoon Food Bank is able to provide. Almost half (44%) of Food Bank users in Saskatoon are children. Recent national analysis has shown a jump of 14.5 per cent in the number of employed people frequenting the food bank.

In the later 1990s, the term 'community food security' (CFS) began to be used (Allen, 1999) broadening the scope of areas for research and action (Dietitians of Canada, 2007; OPHA Food Security Work Group, November 2002). According to Michael Hamm and Bellows (2003): "Community food security is defined as a situation in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that maximizes community self-reliance and social justice" (p. 37). CFS added to the concept of household food security by explicitly emphasizing issues of human rights, community empowerment and self-reliance, and the importance of food system environmental sustainability. This includes linking issues of agricultural sustainability to food insecurity at the household and community levels. A community food security approach includes, for example, making the links between the drop in the number of small-scale family farms, the exploitation of workers within the food system and the poverty that contributes to household food insecurity. CFS is the definition implicitly used when discussing food security in the Saskatoon Food Charter.

### **The Food System & Agriculture**

A sustainable food system "is one that provides healthy food to meet current food needs while maintaining healthy ecosystems that can also provide food for generations to come with minimal negative impact to the environment. A sustainable food system also encourages local production and distribution infrastructures and makes nutritious food available, accessible, and affordable to all. Further it is humane and just protecting farmers and other workers, consumers and communities" (American Public Health Association, 2007, pg. 1). Our current industrial agriculture system is not sustainable because of, amongst other things, its depletion of soil fertility, water resources and fossil fuels, as well as its exploitation of people. Worldwide, agriculture (especially industrial agriculture) is estimated to cause about one third of global warming, through, for example, its use of fossil fuels, the cutting of forests to create additional

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agricultural land, its destruction of fertile soil and emissions from intensive livestock production. Of the varying types of agriculture worldwide, the industrial agriculture system is the biggest contributor to global warming (Horrigan, Lawrence, & Walker, 2002).

While agriculture has been extremely productive over the last century in particular, there are significant costs to this success (Jackson, Minjares, Naumoff, Shrimali, & Martin, 2009). Food today is relatively cheap as a proportion of average Canadian income, but costs are low because of 'externalities' – environmental, social and health costs that are being borne outside of the food sector (Jackson et al., 2009; MacRae & Toronto Food Policy Council, 1999; Neff, Palmer, McKenzie, & Lawrence, 2009). "The price of food to consumers does not contain the true costs of its production. The true costs include the cost of environmental cleanup, the cost to human health of toxic exposure and a lack of clean water sources, the cost of overusing fossil fuels, as well as the cost to future generations of growing food with the loss of severely depleted agricultural land." (Jackson et al., 2009, p. 403). Although the artificially low cost paid by Canadians for food would appear to increase household food security, the reality is that this short-term increased food security creates long-term community food insecurity through environmental damage to land, and loss of local farming and other food infrastructure. For example, one local producer contacted for this report suggested that if international trade were to stop inexplicably, it would take four years to establish enough local farms to sustain the local population. Her words were a reminder of how precarious the current food system is even in a province with a strong export agriculture focus.

## METHODS

This report was developed as a preliminary effort to capture local efforts to further implement the Saskatoon Food Charter. In order to inform future implementation of the Charter, academic and non-academic literature was reviewed in the area of community food security.

The organizations and groups identified and contacted throughout the writing of this report were identified primarily by members of the Saskatoon Food Coalition. The SFC was approached to develop a list of organizations and groups that were seen as supporting the five principles of the Saskatoon Food Charter. Based on this initial list, the two authors conducted brief interviews with the diverse groups and organizations identified over the summer of 2010. The topics discussed in the interviews included:

- How the work of the group/organization supports community food security and the Saskatoon Food Charter;
- What challenges the group/organization faces in furthering their work in the area of local food security;
- What policies are in place that are particularly beneficial and/or prohibitive to the work the group/organization does.

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Based on these topic areas, the authors received a great diversity of responses and ideas, many of which are presented in the report.

The first author (Engler-Stringer) has undertaken extensive research in the area of food security and was able to provide an overview of the academic and non-academic literature related to the areas identified within the Saskatoon Food Charter as a starting point for the literature and policy review within the report. In addition, as the authors spoke with the participants, other key literature was identified and other topics were revealed. It was through the complementary perspectives of those working locally and the literature that the specific recommendations identified in section five arose.

## PROGRAMS AND INITIATIVES THAT FURTHER THE SASKATOON FOOD CHARTER

When Canadians think of “local food initiatives”, they often think of their local farmers’ market or other opportunities to purchase locally produced food such as community-supported agriculture. In 2008, the Canadian Co-operative Association (2008) did a survey of what it described as “local food initiatives” across Canada. These initiatives include: farmers’ markets, community-supported agriculture initiatives, local food in grocery stores and food co-ops, institutional procurement, food policy groups, food box programs, local product auctions, new farmer training programs, incubator kitchens, and agricultural land protection. Many of the initiatives described in the Canadian Co-op Association report exist within the area around the City of Saskatoon.

The programs and initiatives described below are divided into the five key principles outlined in the Charter in an effort to link local projects to the implementation of the Charter. These five principles include: Food Security and Production, Food Security and Health, Food Security and Culture, Food Security and Justice, and Food Security and Globalization. It is important to note that some organizations support a number of the areas of the Charter, and although their initiatives are separated into the various areas of the Charter for our purposes, the work they do is intimately linked to all of these principles. Furthermore, the principles of the Charter are interdependent and many organizations view their projects as supporting many, if not all of the areas of the Charter. There are also a number of initiatives or projects that are important to increasing local food security that did not fit under any of the five categories but merit mention. These initiatives are located in a sixth category entitled “Other.”

Lastly, this compilation is not all-encompassing of the work that is being done reflecting the principles of the Charter in the Saskatoon area. Rather, we hope this compilation has captured a representative sample of the different types of work being done that support the principles of the Charter. We also hope that it provides an opportunity to engage others to think creatively about how the goal of community food security can be achieved. For a list of the organizations identified in each of the categories, see Appendix B.



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## Food Security & Production

### *Meeting at the Table: Strengthening Farmer-Eater Links*

One approach to strengthening community food security is to strengthen the connections between local producers/farmers and local eaters. This link is strengthened in numerous ways outside of the mainstream food system and various organizations within the Saskatoon area are working towards this goal, whether it be through community-supported agriculture, the local farmers' market, or chefs consciously presenting locally produced foods in their restaurants.

Community-supported agriculture (CSA) is a novel approach to strengthening the farmer-eater link through not just the consumption of food, but also highlighting the costs and risks of food production (Lang, 2005; Maxey, 2006). Within the traditional food system, the farmer bears the cost of planting and, therefore, the risk associated with food production. The CSA approach involves households buying a share of a farm's production, often paying monthly and, as foods are harvested, they are then divided among the CSA members. Because household members pay the same amount no matter the season's conditions, they are sharing in the risk of crop failure that would otherwise be fully absorbed by the farmer. The CSA approach requires a fuller commitment on the behalf of the eater, as well as a new type of learning for the producer. There are a few CSA projects in and near Saskatoon. Two examples include the Little Urban Garden CSA and the Pine View Farms CSA. The Little Urban Garden CSA is located in the Caswell Hill neighbourhood of Saskatoon and is run by a young woman who apprenticed with another local CSA in 2009 and then began her own CSA in 2010. Utilizing her urban yard and two other residents' yards, she is able to produce vegetables (and some fruit) for sale. One of her challenges as a new food producer on this scale is determining how much food she can produce on a weekly basis to provide to her supporters; however, the greatest challenge she has faced thus far is marketing the shares in her CSA. A different CSA model within the Saskatoon area is the Pine View Farms CSA. Prior to the development of the CSA in 2010, Pine View Farms already operated as a central hub for local farmers to sell their animal products, meat and eggs, to consumers. Their CSA project has expanded this role to include vegetables as well as some fruit. Interest in CSA is also growing in Saskatchewan among researchers.

Both of the local CSA projects expressed common challenges despite their different scale and level of establishment. One challenge is the lack of knowledge the average consumer has of the work involved in producing fruits and vegetables especially when using no pesticides and synthetic fertilizers. This additional work results in a potentially increased price for the food relative to the grocery store. This approach can serve to limit the number of consumers who will support a CSA approach for financial reasons, but also due to the lack of value eaters sometimes place on sustainably produced food.

Another opportunity for local eaters to strengthen their connection with local farmers is through food stores that intentionally procure locally produced foods. For example, Steep Hill Co-op, located in the Nutana neighbourhood, is one of the longest standing Saskatoon-based stores with an explicit interest in locally produced food. The Steep Hill Co-op purchases as much

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product as possible from local producers including honey, garbanzo beans, squash, garden seeds, etc. In fact, Steep Hill has adopted a policy to buy local, to buy organic, or to buy the least processed foods whenever possible. A more recently established food store with a focus on local food in Saskatoon is Souleio. Souleio, a food store and restaurant, opened in downtown Saskatoon in 2009 with a focus on selling local products first. If the product is not available locally, then they buy from regional, national and finally international sources. Since its inception, Pine View Farms has been a partner in Souleio and this relationship has served to strengthen ties with local farms, while providing Pine View Farms with a consistent market. While few supermarket chains focus on providing local or regionally produced food in their stores, the Saskatoon Co-op has made efforts in recent years to provide customers with locally produced options for produce and meat and there are indications that this commitment to providing local products is growing.

Some restaurants have similar purchasing practices to Steep Hill and Souleio. The restaurant at Souleio has a unique arrangement in the way that it bridges with the food store, allowing their chefs to serve the same local foods the store sells. Weczeria, a small, family-owned restaurant, has taken a novel approach to promoting its use of local produce and meat with a marketing campaign focused on the relationships between the restaurant and the producers of the food it prepares. For example, it has a print advertisement that shows a picture of a beef producer with the caption "Would you buy beef from this guy? We do." Truffles Bistro chef/owner described his relationship with local food as evolving over the last 20 years when he started wondering why local products weren't being used in Saskatoon restaurants. The Truffles journey began with incorporating local herbs, then meats, fish, and most recently vegetables into their meals. The chef of the restaurant at Wanuskewin Heritage Park also has a keen interest in using locally produced food whenever possible. Wanuskewin's restaurant aims to offer First Nations cuisine with a modern twist and uses local meats in the food it prepares. The chef is hoping to expand the restaurant's focus on local food production in the coming years by, for example, establishing a garden on site that would supply food for the restaurant as well as the broader community. Various other local businesses focus on processing local ingredients such as making preserves out of Saskatoon berries and other local fruit, and breads or petogies out of local grain and other ingredients.

Some local restaurants and chefs come to their focus on local food through Local Bounty, a provincial organization that aims to increase the connection between producers and chefs in Saskatchewan. Initially driven by Saskatchewan Tourism in an effort to take advantage of the growing interest in agritourism, Local Bounty has made their mandate to explore creative ways to expand the local food market. Local Bounty's relationship with the Saskatchewan Institute of Applied Science and Technology (SIAST) Professional Cooking program in Saskatoon provides an opportunity to teach the next generation of cooks and chefs in Saskatchewan about the importance of a local food system.

Both the retailers and restaurateurs we spoke to who focus on local food expressed similar challenges to achieving their local food goals. The majority of these challenges relate to the need for a more established local food infrastructure. First, local chefs and store owners all described the additional time commitment needed to build relationships with local producers as well as to

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navigate numerous supply channels. Once relationships are established, it can also be challenging to find a new producer if the established producer retires or is otherwise unable to provide product. Secondly, there are challenges with consistency when utilizing or providing local product, particularly as winter arrives and challenges arise for storing vegetables. Third, and similar to what is experienced by CSA projects, the public is not necessarily aware of why the restaurants and retailers are utilizing or providing local food and the philosophy and significance behind this approach. Lastly, some producers can sell at higher prices at the Farmers' Market than restaurateurs can afford, and this impacts what the suppliers have available to sell to restaurants or stores.

Farmers' markets, the most visible example of a way to link rural producers and urban eaters, have grown exponentially in the last two decades. According to Smithers, Lamarchea, & Joseph (2008) farmers' markets hold various meanings for different groups of people. For some they are about being different or for consciously choosing an approach to food that is in opposition to the dominant system. For others they are about maintaining tradition or building/maintaining community.

The Saskatoon Farmers' Market, founded in 1975, serves as an avenue for local producers to sell and market their products on a regular basis. Although the farmers' market is busiest within the summer and fall months when fresh produce is most readily available, it is open year-round, providing an opportunity for producers to have a consistent avenue to sell their products. Weather is a significant barrier for an institution like the farmers' market. It has profound impacts on when and what is available for producers to sell and can detrimentally impact a smaller producer in a very short period of time. In addition to the larger Saskatoon Farmers' Market, there are several smaller markets that operate one day a week during the peak growing season in various neighbourhoods across the city.

For various reasons, certain groups of people can find farmers' markets exclusionary. For example, low-income people and certain groups of people of colour may not feel comfortable in these spaces for various social and economic reasons. For whatever reason there is a very visible lack of Aboriginal peoples at markets in Canadian prairie cities, for example. A program in the United States that specifically aims at getting low-income people shopping at farmers' markets is the Farmers' Market Nutrition Program sponsored by the United States Department of Agriculture. Food stamp recipients receive coupons that can be redeemed at farmers' markets for produce, meats and other foods. Research indicates that the program has two impacts: it increases the diet quality consumed by nutritionally vulnerable people and it increases the revenues of farmers who participate in the program (Dollahite, Nelson, Frongillo, & Griffin, 2005). The program also provides nutrition education materials for participants that specifically focus on using the produce that can be purchased at a local market. In British Columbia, a similar program was piloted with great success in 10 communities in 2007-2008 (BC Association of Farmers' Markets, 2010).

Although a program similar to those in the US or B.C. does not presently exist in Saskatchewan, there are a number of local programs aimed at increasing access to locally produced food that are managed by CHEP Good Food Inc. CHEP Good Food Inc. is a Saskatoon-based not-for-

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profit organization that promotes Food Security and works to improve access to good food for children, families and communities through its programs. For example, CHEP regularly sets up outlets at senior centres, the University of Saskatchewan high-rise residences and at St. Paul's Hospital during the local growing season to sell produce with a small mark-up to cover costs. The largest and most well-known program operated by CHEP to increase access to locally produced food is the Good Food Box. The Good Food Box is an "alternative food distribution system that provides a variety of top-quality, fresh, nutritious foods at affordable prices" (CHEP Good Food Inc., 2010). The food boxes are dropped at neighbourhood pick-up points in community organizations and businesses throughout Saskatoon, and households collect their pre-paid box of vegetables, fruit and grains sold at a small mark-up to cover the costs of the program. The program provides Saskatonians with the opportunity to access food at a fair price in their own community, addressing some of the barriers people may feel when accessing the Farmers' Market. During the local growing season the Good Food Box program sources local products where possible. Specifically it has a Sunshine box program that focuses on local produce and is somewhat more expensive than the regular box. As well as providing high quality local produce to families and households in Saskatoon, CHEP's programs pay local producers a fair price for their products. Through CHEP, "more than 200,000 pounds of fruits and vegetables each year in Saskatoon [are purchased], including approximately 25% from local organic and non-organic producers" (Bromm & McRae, 2009, p. 7).

Local institutional procurement practices can have an impact on local food access. In a few jurisdictions across Canada, community institutions such as universities have policies that require their food services to utilize some locally produced food. Although no such policies presently exist within Saskatoon institutions, there are a number of programs in Saskatoon that aim to increase the connection between community institutions and local farmers. The Saskatoon Health Region's (SHR) Food Charter is the closest thing locally to a guiding policy within a public institution that is working towards institutional local food procurement. Efforts to expand the presence of local food within the SHR have benefitted from the strong relationship between the SHR and CHEP. Together with the School Boards, they have created Nutrition Positive, a program intended to create and support healthy food environments in schools. It offers schools different levels of commitment; at the high level, the program promotes the purchasing of local foods in an effort to increase local food security. The Big Crunch is another CHEP program in partnership with local schools that encourages healthy living and education about the local food system. Held on World Food Day, the Big Crunch uses locally grown carrots to promote discussion of nutritious snacks and the local food system.

Outside of the SHR, there are other community institutions that make use of locally produced food. For example, CHOICES cafeteria in St. Thomas Moore College at the University of Saskatchewan purchases vegetables and meat from various local sources as well as food from the University's Horticulture Club when available. The Horticulture Club, formed by student and general public volunteers, are able to sell their produce at a very low price because of their lack of labour costs. They also sell their extra produce to SWITCH, a student-run health clinic located in a core neighbourhood in Saskatoon. The money that is raised from these sales contributes to the limited operating costs of the Horticulture Club. Because the Horticulture Club relies on volunteer labour, the initiative is unique among Saskatoon programs and further expansion of their model would likely be limited.

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Another approach to strengthening farmer-eater links is through developing a directory of local producers. Despite the Canadian public's growing interest in consuming local food, a common barrier to doing so is public knowledge of where to purchase local food (Infact Research and Consulting Inc., 2008). The Saskatchewan Organic Directorate (SOD) is an organization that serves as an "umbrella organization that unites the province's producers, processors, buyers, traders, certifiers and consumers of certified organic food and fibre" (Saskatchewan Organic Directorate, 2010). One of SOD's roles is as a directory of sites throughout Saskatchewan where consumers can purchase organic food, as well as locally produced food grown without synthetic fertilizers or pesticides. A barrier to this goal of connecting local producers with an available market is limited local production and this is particularly evident when exploring meat production in Saskatchewan. SOD, as well as the National Farmers' Union (NFU), whose main office is in Saskatoon, identified the loss of local meat processing facilities as a significant barrier to local meat production. Although some small, local abattoirs still exist in Saskatchewan, in order to sell meat across provincial lines federal inspection is required. To sell meat within Saskatchewan requires provincial inspection, and the provincial standards were written to mirror the federal standards. The result is that finding a local federally- or provincially-inspected abattoir that will process on a small scale is (near) impossible, or the cost is prohibitive to the producer. A study undertaken by SOD and CHEP in 2009 reports that, "at this point, there is no federally inspected facility with organic certification for beef and no facilities for small animals, organic or otherwise" (Bromm & McRae, 2009, p. 5). Local restaurateurs with an interest in utilizing local (organic) meat also mentioned the lack of appropriate facilities as an important barrier.

#### *Some Challenges of Local Production for Local Consumption*

The Saskatchewan Organic Directorate (SOD) explores food production and the related impact on the environment. There are a number of challenges facing organic producers in Saskatchewan, and one of the most significant is organic certification. In 2009, the Canadian Food Inspection Agency established the Canadian Organic Regime, a certification program for Canadian products that are grown and processed organically and intended for international or inter-provincial trade. Although this Canadian certification is a step in the right direction for organic producers, the standard is not used for products that are sold within a province and, therefore, is not applicable to small or medium scale producers who primarily sell products locally. According to the Canadian Organic Growers (2010), Saskatchewan has the highest number of farms that are certified organic of any province in Canada. Despite this encouraging statistic, these farms are primarily grain farms and there is little presence of organic certification of smaller market gardens within Saskatchewan. Furthermore, SOD argues that the lack of a regulatory body within Saskatchewan for organic production creates confusion for consumers and producers as to what products are organic. For example, some producers who are not certified organic may mistakenly believe their products are equivalent to organic simply because they avoid pesticides and genetically modified organisms (GMOs), whereas certified organic standards are more comprehensive.

Beyond Factory Farming, an organization with a local office in Saskatoon, is interested in the production concerns of small farms and the environmental impacts of industrial hog and other

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animal farms. Beyond Factory Farming began as a way to inform the public about the impacts of factory/industrial farming and to support communities looking to stop companies from opening new factory farms in the area. Since the growth of factory/industrial animal farming operations has slowed in Canada, Beyond Factory Farming has been able to focus on promoting alternative ways of raising animals for human consumption that are healthier for the animals and the environment. One of the major challenges facing sustainable animal farming practices is the need for more local abattoirs that are accessible to small and medium scale farmers.

As mentioned above, there are a number of policies and regulations that have worked against smaller scale abattoirs remaining profitable. Also, despite the significant meat consumption by Canadians, communities often oppose the development of new slaughterhouses and this can be a major challenge for a small scale abattoir. Another growing challenge is the disappearance of butchers and the limited opportunities for young people to learn from experienced butchers. In the 2009 Feasibility study conducted by SOD and CHEP (Bromm & McRae, 2009), the meat producers they interviewed identified the lack of “access to a suitable food processing facility,” as one of top five barriers to expanding production. The Canadian Community Economic Development Network (Edible Strategies Ent. Ltd., 2007) also reports that “new meat regulations in BC are a good example where standards for ‘factory farms’ are being imposed on small producers and processing plants – the result is that a lot of processors are going out of business as they cannot afford the high costs of building new processing plants to specifications that will not be recoverable in their economic cycle”.

#### *Growing in a Concrete Jungle : Urban Food Production*

A proven strategy to increase community food security is for communities to produce their own food (Roberts, 2008). Despite the apparent challenges in urban centres, the interest from urban-dwellers in producing their own food is increasing. This is particularly evident in Saskatoon with the growth in community gardens, rooftop/patio gardens, bee keeping and other creative efforts to produce food in an urban centre (such as the Little Urban Garden CSA project mentioned above). Recently there has also been discussion and some support for raising chickens in Saskatoon.

Community gardens are the most visible urban food production projects and have garnered increasing interest in cities and towns across Canada. They are located in lots that were once vacant or in city parks. Community gardens can be neighbourhood-based such as the City Park and Riversdale/King George community gardens in Saskatoon or they can be aimed at particular populations such as youth (Lautenschlager & Smith, 2007) as in the case of the Core Neighbourhood Youth Co-op and recent immigrants (Salvidar-Tanaka & Krasny, 2004).

The reasons cited for participation in community gardening include access to fresh foods, enjoyment of nature and health benefits (Armstrong, 2000). Community gardens seem to serve somewhat different purposes beyond food production for different populations (Salvidar-Tanaka & Krasny, 2004) including gentrification, cleaning up a neighbourhood, or community organizing. In fact, according to US-based research, gardens in low-income neighborhoods are four times as likely as non-low-income gardens to lead to other issues in the neighbourhood

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being addressed as a result of the organizing facilitated through the community gardens (Armstrong, 2000).

The City of Saskatoon, through its Neighbourhood Services, supports the development of community gardens on public land if the primary interest in community gardening is community building. Interestingly the City will not provide a water source on land that is not City-owned which has created a challenge for the community gardens that exist on private or non-City land within Saskatoon. The Nutana Community Garden, for example, is administered by the Nutana Community Association but is located on private land within the neighbourhood. Fortunately, the Community Association was able to partner with a local business willing to allow access to their water supply for the community gardeners. A further challenge facing the Nutana Community Garden is that, because it is located on private land, the Community Association needs to confirm its ability to use the vacant lot every year. If a developer leases or buys the land, the community garden will have to move. Another community garden that is not on City-owned land is the Varsity View Community Garden initiated in 2010 by a small group of community residents who had an existing relationship with Bishop Murray High School. The group proposed and received approval for a community garden on the school site including access to the school's water supply. Although it took significant work from a small number of community members, the community garden now has 89 plots and a waiting list. A large number of individuals with garden plots are first time or new gardeners and organizers say that a spirit of mentorship and learning is developing within the group.

The City of Saskatoon has also developed one allotment garden site in Saskatoon with 86 plots. Here the explicit focus is on food production rather than community building. Individuals or families who pay an annual fee for their plot are often experienced gardeners and produce a significant amount of food.

Benefits associated with community gardens include skills in food production and landscaping, improved access to vegetables and fruit (and thereby better nutrition), and physical activity. Research also shows that there are a number of other benefits depending on the population involved and the type of garden. These benefits include developing a sense of community, stronger social skills, learning how to do community organizing, reduced food costs, and learning about cooking and food preservation (Lautenschlager & Smith, 2007; Salvidar-Tanaka & Krasny, 2004). Salvidar-Tanaka and Krasny (2004) describe community gardens' particular importance for new immigrants in providing space to transform their neighbourhoods by introducing their cultural influences, thereby facilitating attachment to their new community. Twiss et al. (2003) explain that there are certain key elements to the success of community garden projects that should be taken into account when starting a new project that include developing local leadership and volunteer opportunities, partnerships with supportive organizations and opportunities for skill building for participants.

CHEP has played a key role in the development, support and facilitation of community gardens within Saskatoon since 1999. The community gardening programs offered through CHEP are open to the public and include workshops related to organic gardening, food preservation, and cooking. CHEP serves as a central hub for community gardening, supporting efforts to start

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new community gardens and to maintain gardens where the needs of gardeners are high. CHEP also links interested gardeners with available gardens and organizes gardeners to provide feedback and recommendations to the City of Saskatoon regarding community gardening.

Along with the mentorship support to develop new community gardens offered by organizations such as CHEP, the development of a new community garden often requires some one-time financial support. In the case of the Varsity View Community Garden, for example, financial support was provided on a one-time basis from Affinity Credit Union and the Varsity View Community Association. The financial costs of maintaining a community garden are usually low, but in some cases there is an annual fee to gardeners. The Community Association may administer the fee or provide support through fundraising efforts and/or direct funds.

In the spring of 2010 a new opportunity to produce food within Saskatoon became available when the City adopted a new policy allowing non-profit organizations to utilize vacant City lots to maintain a garden. Currently there is only one such site and it is maintained by the Saskatoon Food Bank and Learning Centre. Through the support of community members and the University of Saskatchewan, the Food Bank has planted potatoes and other vegetables that will be provided to people who access the Food Bank. Since there are many city-owned vacant lots, this initiative will likely expand in future years. One group that has expressed an interest in accessing City land for food production is We Are Many (WAM), a youth-run arts and environmental organization. WAM's goal is to build garlic self-sufficiency in Saskatoon within two years and then extend the project to other cities throughout Saskatchewan. They chose garlic because it has the potential to be successfully grown on easements and boulevards throughout Saskatoon in sufficient quantities to meet the demand of local grocery stores, the Farmers' Market, restaurants and cafes. Currently most of the garlic consumed in Saskatchewan is produced in China with significant detrimental impacts on the environment. A garlic planting bee was planned for the fall of 2010 in Saskatoon. Due to WAM's work the Provincial Legislature in Regina has agreed to produce garlic on site for its cafeteria.

Patio and rooftop gardens have become increasingly popular throughout North America over the past number of years. Rooted is an organization working to turn unused urban space into urban gardens, thereby contributing to food sustainability. It has already utilized sites on the University of Saskatchewan campus and community-based sites such as apartment buildings for patio and rooftop gardens. Escape Sports, a Saskatoon based outdoor sports store, has 6 "boxes" located on the roof of their store where they grow plants such as tomatoes and peppers that thrive in hot, sunny conditions. The store's owners plan to expand their rooftop gardening project into a greenhouse that would cover half the rooftop and produce even more vegetables that could be given away or sold. In an effort to encourage others to start producing vegetables locally, in their store they sell the specially designed boxes like they use for their project. There is also growing interest in developing living or green roofs which, although they do not always produce food, reduce storm-water runoff, increase energy efficiency and enhance the urban landscape. At present, there are not any fully developed living roofs in Saskatoon, but there are groups that have amended the concept to fit within existing opportunities.

Gardens established in schoolyards and integrated into the curriculum and food services of



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participating schools are another interesting example of urban agriculture. Although they have not been extensively evaluated for their educational and nutritional benefits, school gardens have shown some benefits for the school and children who participate in them (Joshi, Azuma, & Feenstra, 2008; Robinson-O'Brien, Story, & Heim, 2009). They allow students in the school to become familiar with the challenges and the rewards of growing food, with the flavours of home-grown vegetables and fruit and, in many cases, with how to prepare the produce. In Saskatoon there are a number of schools partnered with agencies that provide students with an introduction to growing vegetables. For example, a Public Health Nurse with the Saskatoon Health Region works closely with students at St. John Bosco School to support them in planting in the spring, harvesting in fall as well as preparing and eating what they produce. With the development of the Varsity View Community Garden on Bishop Murray High School's site, the school has started to integrate a community gardening component into their curriculum. Little Green Thumbs Saskatchewan is a province-wide program begun in 2007. It is provided by Agriculture in the Classroom Saskatchewan (AIRC – SK) and is sponsored by Heifer International, Environment Canada, the Ministry of Environment and others. Little Green Thumbs Saskatchewan aims to provide urban children with a connection to food production and the environment. Specifically it provides teachers with the basic resources to start growing food indoors, begin vermi-composting, as well as mentorship and support through teacher workshops. In Saskatoon, College Park, Father Robinson, Brunskill, St. Michael Community, St. Maria Goretti, Sutherland, St. Peter, and St. Dominic Schools have all participated in the program.

The Earthkeepers Program is a 5-credit program integrated into high school programming with the uniquely broad mandate of challenging students to learn how to lead sustainable lives within a community. In Saskatoon there is an Earthkeepers program at Aden Bowman High School incorporating food production on site. It involves 18 raised garden beds, half of which are managed by the students and half are rented to people in the surrounding community. There is also a food forest on site that has been developed and is maintained by Earthkeepers.

Most forms of local food production require support from various local organizations to succeed. Heifer International, although not directly involved in production, is one such organization that plays a vital role through financial and organizational support to a number of local food production efforts such as the Core Neighbourhood Youth Co-op and the Muskoday Organic Growers Co-op. The organizational mentoring support Heifer provides to develop the infrastructure needed to sustain the project is as important as their financial support. Affinity Credit Union in Saskatoon is another organization that provides financial support to projects involved in local production including CHEP Good Food Inc. The Saskatoon office of Oxfam Canada also provides support to local food efforts through their involvement with the Saskatoon Food Coalition and other organizations such as the Core Neighbourhood Youth Coop.

Footprint Design, a University of Saskatchewan engineering student group with an interest in environmental sustainability, provides a unique type of support for local food production in Saskatoon. At present it is working on designing and building a solar greenhouse using alternative building techniques. Once built, the intention is to give the greenhouse to Rooted,

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another local group working on urban food production. With the knowledge gained from building this first greenhouse, Footprint Design plans to build and sell others as a source of student summer employment.

### Food Security & Justice

The Saskatoon Food Charter recognizes food as a basic right in line with the United Nations' Universal Declaration of Human Rights to which Canada is a signatory. Under the UN Declaration food needs to be nutritious, affordable, safe, and available to everyone. But, food as a basic right needs to be more than recognized; it also requires action to this right fully realized. Although the following initiatives are working at different levels, all are working towards the fuller realization of food as a right within the Saskatoon region.

#### *Immediate Needs: Emergency Food Responses*

When discussing strategies to tackle issues of hunger, many people think of access to emergency food services. And, despite the fact that Canada's GDP has continued to grow over the past number of years, more Canadians than ever are accessing emergency food services or Food Banks across the country (Weimer, 2009). Food banks do not alleviate poverty, nor are they consistent with household and community food security as defined above. Nevertheless, it should be recognized that they serve an important need by assisting people to limit their immediate food insecurity. Saskatoon's largest emergency food organization is the Saskatoon Food Bank and Learning Centre and one of their biggest challenges is providing nutritious food. The Public Health Nutritionists of Saskatchewan Working Group published "The Cost of Healthy Eating in Saskatchewan 2009: Impact on Food Security" which clearly shows the relatively high costs of purchasing nutritious foods and the resulting increased food insecurity faced by low-income citizens in Saskatchewan. So, with the high demand for food hampers and limited budgets, it is very difficult for the Food Bank to provide nutritious food. For example, they decided to provide 1 litre of milk to each child 17 years of age and under, as well as to pregnant and nursing women in their food hampers even though the cost represents nearly 10 per cent of their total operating budget.

Other emergency food resources in Saskatoon include the Friendship Inn, the Salvation Army, and the Saskatchewan Indian & Metis Friendship Centre meal programs, as well as the Saskatoon District Labour Council (SDLC) Snack Program. The goal of the Saskatchewan Indian & Metis Friendship Centre, which provides supper four days a week, is to provide as nutritious a meal as possible. And like the Food Bank, their greatest challenge is the additional cost of providing nutritious food within their limited budget. Funding for the meal program is temporary so there is no guarantee the program will continue despite growing demand. The SDLC has also seen an unfortunate growth in people accessing their Snack Program. Originally initiated by two school teachers for school-age children to maintain good nutrition during the summer months, the snack program offers lunch to children in four public parks. In recent years, the SDLC has expanded the program to include adults many of whom ask for leftover bread or other food items to supplement the food available in their households.

Another approach to dealing with food insecurity as well as the social isolation faced by people living in poverty is the community kitchen concept. “Community kitchen” is a general term encompassing a variety of community-based cooking programs of which “collective kitchens” are a sub-group (Tarasuk & Reynolds, 1999). Collective kitchens (CKs) are “characterized by the pooling of resources and labour to produce large quantities of food” (Tarasuk & Reynolds, 1999, p. 13). Collective and community kitchens have grown and evolved and there are at least 2500 individual collective and community kitchens across the country (Engler-Stringer & Berenbaum, 2005; Engler-Stringer, 2005). One of the biggest mistakes made in discussions about community kitchens is the assumption that there is a standard model whereas they are actually quite diverse in order to meet the needs of each group of participants such as young mothers, homeless or under-housed men, or seniors living in various degrees of isolation. Community kitchens are a very good example of a place where (ideally) members control what they cook, when they cook, and how much they cook, whether they eat together, and whether they have a strong educational or community organization focus.

Community kitchens have both formal and informal aspects and have been shown to have many beneficial impacts, ranging from social, to learning, to food security and nutritional (Engler-Stringer & Berenbaum, 2006; Engler-Stringer & Berenbaum, 2007; Fano, Tyminski, & Flynn, 2004). They sometimes have financial and/or organizational support, yet they are also spaces where women (and to a lesser degree men) socialize, make friends and find a place in their community. Benefits are limited, however, when the participants are unable to meet regularly or to have enough food to meet the food security needs of everyone.

Within Saskatoon most collective kitchens are organized through three community partners (called the Collective Kitchen Partnership): the Saskatoon Community Clinic, Public Health Services in the Saskatoon Health Region, and CHEP Good Food Inc. The three partners provide leadership training workshops for people interested in leading different cooking groups. They fund start-up costs and provide other basic financial support for collective kitchens. The Partnership also supports a network of collective kitchen leaders so they can meet to discuss common issues, challenges, and strategies.

The Open Door Society is an organization that supports new immigrants and refugees to Saskatoon many of whom are living on very low incomes. When these immigrants and refugees are men arriving on their own and with little to no experience cooking, they must decide whether to eat heavily processed or unhealthy foods that are simple to prepare, or learn to cook nutritious foods. So, the Open Door Society supports collective kitchens within their “For Men Only” programming where men are taught about low-cost nutritious meals and how to cook them.

People interviewed for this study identified the lack of commercial or otherwise well-equipped kitchen facilities in order to host collective or community kitchens as an important barrier to food security for some very vulnerable populations in Saskatoon.

Although extensive research exists regarding the benefits of increased food security, there are components of the issue that require further exploration to clearly define the problem and reveal opportunities for action. For example, little work has been done regarding food security through a gender-based lens despite recognition that women are often at risk due to low household incomes. The Prairie Women's Health Centre of Excellence (PWHCE) is an organization whose goal is to improve the health status of Canadian women by conducting research on the social determinants of women's health. Fortunately the PWHCE is presently engaged in a study that includes gender-based analysis of policies related to food security and the differing impacts of these policies based on place of residence: urban, rural or remote. The research presents an opportunity to address a significant need.

### **Food Security and Health**

#### *Starting Young: Infant Feeding*

There is significant research documenting the benefits of breastfeeding to the short and long-term health of both the infant and mother (Partyka, Whiting, Grunerud, Archibald, & Quennell, 2010). Moreover, breastfeeding is also recognized as a human right in Canada. Not surprisingly then, the Saskatoon Food Charter states that establishing healthy eating practices begins as early as birth through encouraging breastfeeding and there are a number of important initiatives. Throughout the province, the Ministry of Social Services provides pregnant or breastfeeding women on Social Assistance a \$48/month dietary supplement to cover their additional nutritional needs. CHEP Good Food Inc has a program that provides vitamin D drops to low-income mothers who are committed to exclusive breastfeeding of their infants. Breastfeeding Matters, a group of community members and professionals, is involved in a number of initiatives intended to increase the number of infants being breastfed in Saskatoon. Breastfeeding Matters and the Saskatoon Health Region are presently working towards the West Winds Health Clinic in Saskatoon receiving the "Baby Friendly" designation, a first for Canada. The Baby Friendly Initiative is an international program of the World Health Organization and UNICEF intended to encourage breastfeeding within health care systems (World Health Organization, 2010).

But, for breastfeeding to be more broadly supported and accepted, the health benefits of breastfeeding must be more widely recognized and appropriate support for breastfeeding must be in place. For example, the Saskatoon Health Region provides lactation consultants throughout the region, but a number of women have expressed discomfort when accessing this service. Due to the very personal nature of breastfeeding, new mothers often want a trusting relationship with the lactation consultant, but there is limited opportunity to establish this. When services such as lactation consulting are hospital-based, there is a barrier for those women, perhaps from a visible minority, who may not want to give birth in a hospital. Another identified challenge to providing children with human milk is the lack of a human milk bank. For mothers who cannot produce any or enough milk to nourish their child, or for children without an available mother, formula is likely the only option. The success of the human milk bank in Vancouver provides a model for those activists in Saskatoon who want to see the establishment of one here.

There is increasing international evidence suggesting that the environments in which people live, work, and play have an important role in determining their health (Li, Harmer, Cardinal, Bosworth, & Johnson-Shelton, 2009; Liese, Weis, Pluto, Smith, & Lawson, 2007), including obesity and dietary patterns among children (Sallis & Glanz, 2006; Townshend & Lake, 2009). Food environments specifically are increasingly being recognized as a critical determinant of community and population health (Glanz, Sallis, Saelens, & Frank, 2005; Kirk, Penney, & McHugh, 2009; Townshend & Lake, 2009). "The food environment can be broadly conceptualized to include any opportunity to obtain food. This definition of the food environment can include physical, socio-cultural, economic and policy factors at both micro- and macro-levels." (Townshend & Lake, 2009, p. 910) Food environments include the accessibility and availability to food as well as marketing and advertising of food and food products (Glanz et al., 2005).

The rising rate of obesity especially among low-income people is an explicit and increasingly critical example of food insecurity negatively impacting health. Traditional approaches to obesity intervention have focused on downstream (educational, behavioural, and pharmacological) interventions which have produced limited success to date (Drewnowski, 2005; Neff et al., 2009). For example, there is growing evidence suggesting there is little benefit in encouraging people to eat healthier food if the stores and restaurants they frequent do not offer healthy choices (Lake & Townshend, 2006). Other evidence indicates that families and individuals prefer community level interventions to target obesity in children as opposed to individual or family level interventions (Sallis & Glanz, 2006). These limitations and preferences highlight the importance of exploring the systemic and upstream influences on obesity such as the environments in which people live. And North American environments generally promote food that is packed with calories (energy-dense food) and offer little incentive for living an active lifestyle (Swinburn, Egger, & Raza, 1999). This is particularly true in neighbourhoods with low income populations and/or a high percentage of certain ethnic minorities (Cummins & Macintyre, 2006; Galvez et al., 2007).

In a systematic review of published literature examining how health disparities relate to built environments, research provided the strongest support for food stores (supermarkets instead of smaller grocery or convenience stores), places to exercise, and safety as potentially influential for disadvantaged groups (Lovasi, Hutson, Guerra, & Neckerman, 2009). In a 2001 study exploring access to food in Saskatoon's core neighbourhoods, the most significant factors that affected food buying patterns included: owning a vehicle, income, and store characteristics including price and convenience (Woods, 2002). A similar study in 2010 reports that the average Saskatoon resident does not have any supermarkets within walking distance of their home, but does have at least three fast food outlets within that same distance (Kershaw, Creighton, Markham, & Marko, 2010). The report indicates that Saskatoon has a food desert in the core and surrounding neighbourhoods. A "food desert" is an area in an affluent country in which "where affordable and healthy food is not available, but unhealthy and highly processed food is." (Caraher & Coveney, 2004, p. 593) The core neighbourhoods have not had a true grocery store in well over ten years.

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For several years individuals and organizations active in the core tried to encourage a private corporation to set up a store in the area yet failed to convince them that the inner city was as good an investment as a suburban store. So the activists began working to develop their own community centre in the core called Station 20 West. It will house, among other community services, a medium-sized, full-service, not-for-profit grocery store called the Good Food Junction Co-operative. While waiting for the Good Food Junction to be operational, other community organizations have begun initiatives in an effort to address the increased health risks presented by the existing food desert in Saskatoon. For example, the Good Food Box program originally grew out of the need for vegetable and fruit access in the core neighbourhoods. More recently, SWITCH, a student-led health clinic, has started to operate a food store on Wednesday evenings out of the Westside Community Clinic on 20<sup>th</sup> Street that provides some basic foods (i.e. fruits, vegetables, milk, eggs, etc) at cost. The challenge facing SWITCH in doing this is that it is a health-clinic and does not have adequate storage for food. Furthermore, as SWITCH is a volunteer-run clinic, the food store is only able to operate one day a week. CHEP is also working to address the existing food desert through a number of their initiatives that have already been discussed. Another example of CHEP's work in this area is their work with a core neighbourhood gas station. The owner expressed an interest in providing a healthy alternative to the high fat, highly processed foods typical of gas stations, but struggled to consistently provide the fresh produce. The partnership with CHEP enables the owner to provide fresh produce at cost to anyone who wishes to buy it.

#### *Human Impact: Food and the Natural Environment*

The growing impact of global warming compounded by the effect of modern agricultural practices is changing the natural environment at an increasing rate. Although urban dwellers are somewhat sheltered from these changes, those involved in producing food and traditional practices of procuring food such as hunting are increasingly dealing with challenges. As a result there are a number of groups not only exploring how to adapt to these changes, but working towards limiting the negative impacts of modern agriculture through producing food in a sustainable manner.

High levels of environmental contaminants are being found in traditional foods in various regions across Canada, some of which originate from agriculture, e.g., pesticides. In Saskatchewan, the Federation of Saskatchewan Indian Nations is researching how healthy many of the traditional foods consumed by First Nations are. Furthermore, Elders and researchers have noted the changing migratory patterns of animals that have traditionally been reliable forms of food. Although this research is in its early stages, the question of chemicals and environmental contaminants is an important one when exploring the sustainability of producing food locally and mainstream agricultural practices.

#### *Instituting Standards: Institutional Practices*

As a major employer within Saskatoon and one with an explicit interest in health, the Saskatoon Health Region (SHR) wants to ensure that healthy food is available to its employees and in all SHR facilities and public programs such as Fitness, Food, Fun; Meals on Wheels; etc. To this

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end the SHR has adopted its own Food Charter that sets out how it will enhance food security and has developed a document that outlines programs and projects that support its Charter. This document specifies desired outcomes, demonstrates where programs are in line with the Food Charter's objectives, and outlines opportunities to improve implementation within the SHR. For example, the Change Strategy document from 2009 outlines an initial target of "51% of food is healthy according to Canada's Food Guide" (Saskatoon Health Region, 2009, p. 2).

The SHR is a key partner with CHEP Good Food Inc in some of their community-based programs. It is also important to recognize the regulatory role that the SHR fulfills for businesses and events where food is available to the public, and the importance of its regulatory role to ensure food is safe for consumption. Guided by provincial standards such as the Provincial Public Eating Establishment Regulations, the SHR provides licences and regulations to food retailers and restaurateurs that are intended to ensure the safety of the public from food-borne illnesses. The SHR seems to be working towards becoming representative of the multitude of roles needed from public health professionals and others to contribute to building community food security, given that community food security covers economic, sociological and environmental health realms (Desjardins et al., 2002).

### **Food Security & Culture**

Food provides people with much more than nutrition. Food brings people together in families and other kinship groups, across different communities (such as urban and rural), and across different cultures. Food serves as a common ground for people to find social connection and form community that nourishes beyond solely the physical. In this way, food serves to strengthen our communities.

People in the study talked about the importance of food and culture in developing the local food system. Initiatives mentioned under other categories such as farmers' markets, collective kitchens and community gardens are also pertinent here bringing people together around food and contributing to the culture of our communities. In fact, it can be argued that establishing a strong local food system is creating a new food culture, one that values not just the consumption of food, but also the process and impacts of food production.

Amy Jo Ehman, a Saskatoon writer, is trying to change the Saskatchewan food culture through her writing so that people value local ingredients even though they may cost more or require more effort to obtain than supermarket foods that come from far away. The work being done by Local Bounty to encourage chefs to explore the use of local ingredients is also contributing to changing food culture. Additionally, all of the chefs contacted for this report spoke about the importance of changing the food culture in Saskatoon as part of their focus on local ingredients. They were particularly concerned with shifts in recognizing the value and quality of local foods.

The dominant food culture seems to value quantity over quality, cost cutting wherever possible despite the consequences to people and the planet, and convenience above all else. While counteracting this dominant food culture is not usually the major objective of any of the

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organizations or initiatives described in this report, many of the people we spoke to either discussed this challenge directly or at least alluded to it. Thus, food and culture are actually important elements in increasing community food security in Saskatoon through implementation of the Food Charter.

Multiculturalism and food security are also part of this section of the Food Charter. As mentioned above, the Open Door Society provides opportunities through its men's programming for immigrant and refugee men to come together, support each other, and learn to cook. This program not only provides an opportunity for men to learn to cook healthy, affordable food, but also to learn about different cultures through the food they eat. Furthermore, this process of cooking together gives the men an opportunity to build relationships that aim to provide support outside of the program. The Society also has food education programs for immigrant and refugee women, providing them with nutrition information on supermarket foods with which they are not familiar. The women may assume that if the product promotion makes it appear nutritious, then it must be nutritious. The Open Door Society is able to provide information regarding the actual nutritional limitations of heavily processed foods, thereby encouraging healthy eating in the women's families.

Food plays a significant role in the yearly Folk Festival providing Saskatonians the opportunity to learn about each other's cultures through the sharing of food. The reciprocal relationships that form out of this event allow new bonds to form within and across the communities that form Saskatoon.

At a conference held by the Federation of Saskatchewan Indian Nations in 2008, delegates identified the teaching of traditional food procurement and preparation practices to First Nations people as a priority. These practices are at risk of being lost because residential schools in the past and increasing urbanization in the present have stripped many First Nations people of their cultural heritage. Furthermore, there was recognition that the conditions of hunting, trapping and gathering have changed and that new skills are needed to procure traditional foods. Opportunities to learn ways to prepare traditional foods, as well as community conversations about hunting and gathering in a modern context are serving to strengthen community and the connections among people.

### **Food Security & Globalization**

The final section of the Saskatoon Food Charter describes the importance of globalization and international agreements for food security locally and globally. If food security is the overall goal, not just for Saskatoon but for all communities, then the practices and policies we implement to secure our own food system must be sustainable and equitable for all. In our current food system, "two-thirds of fruits and vegetables consumed in Canada are imported from 150 countries" (Canadian Cooperative Association, 2008, p. 1). As such, Canada is heavily reliant on the global food system. But, are relations between Canada and its trading partners in that food system sustainable and equitable? Equity within food systems means that trade in food should value the needs of people and the environment in other countries where our food is grown. The inequity of our food system is succinctly captured by the Canadian Community



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Economic Development Network, "Canadians enjoy the second cheapest prices for food in the world. Cheap food to the consumer however, also represents a toll on the environment and an exploitation of labour in southern countries where standards are lower." (Edible Strategies Ent. Ltd., 2007, p. 13). Although international trade agreements play a significant role in structuring our food system, there are opportunities at the local level for civic governments, local citizens and institutions to design and support a local, sustainable food system.

*Sleight of Hand: Food and Trade*

One of the major shifts needed in Canada is in our belief that cheaper food is better for our food security. As mentioned above, Canadians enjoy relatively cheap prices for food, and this is largely a result of international agreements that allow Canadians to benefit from the lower wages paid to workers in foreign countries and in the exploitation of their natural resources. Roberts (2008) describes the present food system and its inequitable benefit to Northern countries; "technology and infrastructure allow Northern farmers to sell cheap grains, meats and dairy products into Southern markets; low-cost imported food keeps poorly paid Southern factory workers alive; a continuous flow of fresh recruits from the countryside to work in Southern factories keeps Southern wages low after workers lost their farms to competition from cheap food imports" (p. 116). Although this would appear to provide increased food security to Canadians through reduced food costs, the long-term sustainability of our own food system, as well as the food systems of those foreign countries, are compromised by these inequitable relationships. Change requires that Canadian and international food systems be socially and ecologically just for all.

The National Farmers' Union is studying how provincial and federal agriculture policies have structured our present export-oriented system. It argues that we need to counterbalance this system by strengthening the local food system and supporting small and medium scale producers whose production isn't export driven. The Canadian Labour Congress (CLC) has also expressed an overall interest in limiting the distance between producers and consumers in an effort to increase sustainability of the systems we operate in, as well as to encourage stronger human relationships between producers and consumers. Regarding food security, the CLC argues that this means questioning the present corporate control of the food system, supporting an alternate system that ensures fair labour practices, and moving toward placing power and control in the hands of citizens, not corporate entities.

Ensuring that our food practices do not undermine the food security of other food systems and further inequitable trade practices is complex. However, there are simple steps that citizens and communities can take towards encouraging more equitable food relationships. Dr. Lori Hanson at the University of Saskatchewan has a long history of research related to community building and fair trade, particularly in Nicaragua. She argues that efforts to support local food production in any region or country place power in the hands of people, as opposed to our current system that is structured to take power away. Fair Trade, as defined by the Fairtrade Labeling Organizations International (FLO) is "an alternative approach to conventional trade and is based on a partnership between producers and consumers" (Fairtrade Labelling Organizations International, 2010). Although not explicitly tied to food security, it is designed to address issues

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of sustainability, equity and poverty. Nancy Allan, who completed her Master's thesis on Fair Trade and operates a small home-based Fair Trade business in Saskatoon, discusses the need for Canadians to move away from the mentality that "cheaper is better," and acknowledge the power we have as consumers to reform the present economic system. Purchasing Fair Trade products offers one way to ensure consumer power is working towards strengthening a system that values equity and sustainability and that producers receive a fair price for their products.

Another impact of globalization on local producers has been the increasing presence of lower cost product on the market, driving down the value of the product. This has resulted in increasingly difficult economic situations for local farmers and producers to survive. In an effort to respond to this, there has been a growing movement of domestic fair trade initiatives. Similar in principle to Fair Trade as described above, domestic fair trade supports small-scale, family farming throughout North America through ensuring that local producers receive a fair price for their product while guaranteeing fair pay for farm workers and environmentally sustainable farming practices. The Farmer Direct Co-operative Ltd. (FDC), located in Regina was the first business in North America to receive the domestic fair trade certification, as well as organic certification.

### Other Themes

Through our discussions with local partners involved in supporting the Saskatoon Food Charter, it became clear that there were other organizations and projects that were also supporting the Charter that did not easily fit in the five core areas.

#### *Teach a Man to Fish: Education*

An important component of any work that involves creating change requires an educational component with the public and interested citizens. A number of the organizations already discussed are involved in educational work. For example, We Are Many (WAM) is working on a water-related campaign that advocates for free tap water availability at Saskatoon community events to bring attention to the harms of bottled water on water security. WAM has already had significant success at eliminating bottled water at community events. For example, it hosted its own festival in 2008 with nearly 15,000 people in attendance and no bottled water was available. In 2010 WAM was successful in advocating for tap water availability at the Saskatoon Children's Festival, Jazz Festival and Fringe Festival.

On the University campus, Better than Bottled, a University of Saskatchewan student initiative is working towards implementing sustainable water practices on campus. In order to increase student, faculty, and staff access to clean, safe, public drinking water while on campus, Better than Bottled is working towards the expansion of water fountains and fill stations on campus. It is also working towards limiting, or phasing out the sale of bottled water on the University campuses (a movement that is growing on campuses across Canada), and instead move towards greater access to clean, safe, public drinking water. The group is making progress at drawing attention to the importance of water security, although the cost of installing new water fountains

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or fill stations may be significant. The timing of this initiative is particularly important given the barriers to eliminating bottled water on campus, including the contract the University has with Coca-Cola (Dasani bottled water). This contract ended in 2010, but negotiations between the University and Coca-Cola are still on-going at this time (April, 2011). While the negotiations take place, Coca-Cola continues to have exclusive rights to supply cold beverages (excluding dairy and alcohol) on the University of Saskatchewan campus.

Another example of education on the food system is the Kids Kitchen program CHEP has been offering in Catholic Community Schools in partnership with the Catholic Schools Foundation. Additionally, the Collective Kitchen Partnership has been offering a “Grub and Gab” series for a few years where participants in CHEP programming eat a meal together and invite a guest speaker to discuss a food-related topic.

A group called Transition Saskatoon is focused in part on providing skills for a post-petroleum focused world. It is part of a worldwide movement called Transition Towns. One of the focuses of Transition Saskatoon is on food skills. Thus far, it has held a cheese-making workshop and plans to hold workshops on various food preservation skills.

Turning the Tide (R)evolutionary Media is a local small business engaged in education for improved local food security. Turning the Tide is an alternative bookstore and video rental store whose goal is to raise awareness about a number of issues, including food security, by selling books, and renting out films and documentaries on related topics. Furthermore, Turning the Tide sponsors a number of local events related to food security and partners with organizations working towards increased food security, including CHEP Good Food Inc and Rooted.

Last and certainly not least is the work done by the Saskatoon Food Coalition providing information on the food system to the public through events, displays, and flyers.

## **FOOD SECURITY ELSEWHERE – A BRIEF REVIEW**

In order to explore how to further support and implement the Saskatoon Food Charter it is worthwhile to look to how other jurisdictions are confronting these issues. Mirroring the section above, this brief review is separated into the five principles of the Charter and explores the experiences of other centres in supporting the five principles of the Charter, potential projects for Saskatoon partners to grow into, and challenges in meeting these five principles.

### **Food Security & Production**

#### *Urban Production*

Urban areas across the country could support thousands of gardens as they did during the First and Second World Wars and the Great Depression. Vacant lots, rooftops, parts of schoolyards, unused areas of parks, and other empty urban lands such as adjacent to industrial areas, all could

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be converted to vegetable gardens that could potentially provide for significant amounts of the produce needs of urban dwellers. Cities like Havana already produce up to 80% of urban vegetable and fruit needs within the boundaries of the city, and Canadian cities could follow the Cuban example (Altieri et al., 1999). While growing seasons in Canada are a fraction of what they are in Cuba, there is no reason why cities could not produce a very significant proportion of their own produce needs (Armstrong, 2000).

In fact, according to Mariola (2008) “a rise in the number of urban and community gardens would go a longer way towards a sustainable and resilient agrifood system than an increase in the number of farmers’ markets, for it would diminish the presence of market relations in food consumption and shorten the distance between producer and consumer to the shortest possible path” (p.195). This argument implies greater eater/consumer and urban control over food systems, but it does not take into account that under current circumstances for many people (especially people working low-wage jobs) community gardening is inaccessible. Currently, community gardening is accessible to people who have the time, skills, and self-efficacy to become engaged. Under changed economic circumstances where living wage work and social services support for families are available, community gardening could lead to greater social equality. Low socioeconomic status people and other marginalized groups have the potential for greater social power within a system that focuses more energy on community gardens and other forms of urban agriculture. It is also important to note that large-scale community gardens would also need to be accompanied by support for food preservation and storage facilities and equipment that may not be currently accessible to many people, especially low-income, urban people.

In order to overcome some of the barriers presented by community gardening, more direct involvement from government could serve to increase the availability and accessibility of community gardens. As identified in the CHEP Good Food Inc report on Community Gardening, in Edmonton, Alberta, the City has a designated community resource coordinator responsible for community gardens who facilitates the development of new community gardens and works with the local Community Garden Network. Although CHEP is a well-established community partner that fulfills much of the role described in the report, a more consistent source of funding for this role would further support the development of new community gardens throughout the City (CHEP Good Food Inc., 2009).

It should also be noted that throughout the literature and in other jurisdictions, the use of City-owned land for food production is more strongly encouraged than in Saskatoon. Muller, Tagtow, Roberts and MacDougall (2009) report that “local governments are responding [to the rising interest in community gardens] by evaluating their zoning and land use policies to help ease any existing restrictions to grow and sell food from urban gardens and farms” (p. 231). For example, in Manitoba the Landless Farmers’ Collective (LFC) has partnered with the City of Winnipeg to produce fruits and vegetables on City land. This partnership began in 2008 and has been entered into with such enthusiasm that land surrounding one of Winnipeg’s largest recreation buildings is now farmed by the LFC (Heinrichs, 2010). The City of Saskatoon appears to have begun to explore the possibilities of city-owned land being utilized for gardening. With the new policy passed by the City in the spring of 2010, not-for-profit

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organizations are able to produce vegetables on city-owned vacant lots. The District of Saanich in BC has gone one step further by offering incentives to developers who create community gardens on their site in an effort to increase community gardens on privately owned land (Enns, Rose, de Vries, & Hayes, 2008).

Mariola (2008), argues that “local food systems remain embedded in the same environmentally unsustainable industrial infrastructure as long distance foods, but the fault(line) lies with industrialism itself, not simply the food system” (p. 196). Modeling needs to be done to explore a series of food system variables through holistic energy measurement including the type of fuel used in transport vehicles, greater railway transport, distribution companies that would pick food up at individual farms and bring it to a central location, local food stores that would specialize in regional products, and the energy consequences of greater food preservation.

Mariola (2008) provides a series of examples for the problems of the current ‘local food system’ design. He describes one study that modeled the fuel costs for transportation and greenhouse gas emissions for three different hypothetical food systems in Iowa to look at their relative contributions to climate change (Pirog, 2001). The authors modeled a ‘conventional’ system most like the one that is currently dominant using national supply chains and large semi-trailer trucks for transport, a ‘regional’ system using existing Iowa infrastructure where a cooperating network of Iowa farmers would supply produce to Iowa retailers and wholesalers using large semi-trailer and mid-size trucks, and a ‘local’ system where farmers would use small light trucks to market directly to consumers through CSA projects, farmers’ markets and other local institutions. Their data showed that while the ‘local’ system model would significantly reduce fuel use and greenhouse gas emissions over the ‘conventional’ model system, the ‘regional’ model system used the least fuel and contributed the least to pollution, due to its use of larger and fewer trucks on the road, and the pooling of farmer produce. Locally, Dr. Joann Jaffe, a researcher from the University of Regina, is working with some computer scientists to determine the possibilities of conducting research on the local food system in Saskatchewan using computer modeling similar to the modeling described in the study above.

Mariola’s work speaks to a commonly identified need among retailers, restaurateurs, and local producers, namely, a more developed local infrastructure. Specifically, Roberts (2008) describes the need for both hard and soft infrastructure. “Hard infrastructure includes local warehouses, canners, freezers, brewers, and slaughterhouses...Soft infrastructure includes listservs/ mailing lists, food e-Bays, food policy councils that link farmers, customers and well-wishers” (p. 27).

Chefs’ procurement programs, local food guides and local food tourism initiatives all play a role in educating the public about small-scale farming. Furthermore they encourage people to develop relationships with food producers with the intention of contributing to a shift in public perception of the importance of local farmers and local food. In Saskatchewan, Local Bounty (2009) (described above) connects chefs with Saskatchewan farmers, encourages them to use Saskatchewan products in their restaurants, and thereby encourages the restaurant-frequenting public to buy those same products. Local food guides in other communities are published by a government agency or sometimes by a university extension division and list local producers, what they produce and the methods they use (pesticide-free, etc). Saskatchewan, or more locally

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Saskatoon, could benefit from a local food guide. In addition, local food tourism organizations across Canada and the US offer farm tours where people pay to visit a farm, taste its products, and learn about steps farms are taking to be sustainable in their production. There is potential for this type of tourism in Saskatchewan.

An approach that could be useful in facilitating the transition of small farms into sustainable enterprises—at the same time educating large institutions about the importance of food system sustainability—is the example shown by Local Food Plus (2009) in Toronto. Local Food Plus is a certifying organization for farms located within a defined region around Toronto, but which is very different from conventional organic certification (Friedmann, 2007). Rather than setting out specific criteria farmers have to fulfill from the beginning in order to be certified, the certification is a continuous improvement model with requirements for biodiversity, labour, animal welfare and energy use that increase yearly. The certifying body is a non-profit organization that provides marketing support for certified farmers, and educates the public about sustainable farming. According to research conducted by Higgins, Dibden, and Cocklin (2008), “certification schemes can play an important role in the development of alternative agrifood networks particularly where government funding to cover the costs of training and auditing is involved” (p. 25). Saskatoon could benefit from starting a Local Food Plus chapter which would begin to certify farms located near the city and that meet required criteria.

Similar in intent to certification schemes like Local Food Plus, is a process of labelling food with geographic indicators to support local production. According to the Canadian Community Economic Development Network, “geographic indicators protect locally produced products that show very specific origin.” Although widely used and successful within European food systems, geographic indicators are a relatively new concept in Canada. Thus far only the Government of Quebec has passed a bill to establish a system similar to geographic indicators, but use of the system is reported to be limited to date (Edible Strategies Ent. Ltd., 2007). Many Canadians have expressed an interest in having product information and labelling that is more specific than what is currently available, i.e., just the country of origin (Infact Research and Consulting Inc., 2008), and geographic indicators would serve this purpose.

### *Supporting Production*

One of the challenges underlying sustainable local production is the lack of support for local producers. This lack of support includes the high costs of entering farming, lack of available mentorship programs, limited processing facilities for small and medium scale producers, and a lack of a consistent market for producers. There are a variety of creative initiatives that are working to increase the support for new and established producers. In California a group of public and private grant makers formed a group called the Funders for Sustainable Food Systems (FSFS) that provides funding for projects that aim to increase access to locally-produced healthy food (Edible Strategies Ent. Ltd., 2007). New farmers can access grants such as those offered by FSFS to assist in covering some of their start-up costs. In Ontario, a tool to assist new farmers in establishing themselves is FarmLINK.net, a website that aims to bring “together new farmers who are looking for land or mentorship with farm owners who have land available or expertise to share” (FarmLINK.net, 2010). Closely linked to FarmLINK.net, is an

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organization called FarmStart that offers an incubator program. The New Farms Incubator Program is based on a similar program in Vermont, USA that is intended to encourage and support new farmers, as well as explore new, alternative, and innovative business ideas (FarmStart, 2010). Also based in Ontario, Collaborative Regional Alliance for Farmer Training (CRAFT) provides opportunities for people to apprentice as local organic farmers with the objective of increasing organic farming within Ontario.

Although apprenticeship arrangements do exist in Saskatchewan (see the Little Urban Garden CSA experience above), they appear to be informal and there are limited organizations working to facilitate connections for people interested in farming or producing locally. One such example includes EarthCare Connections based in Humboldt, SK. Closely linked with Genesis Land Conservancy, these organizations work to support new farmers through holding land in trust for sustainable agriculture as well as supporting new farmers to connect with established farmers.

Efforts to expand a consistent market for local producers also serve to increase local production and ensure a consistent livelihood for local producers. Included in these efforts are practices such as increasing institutional procurement as seen in Nova Scotia where a government program encourages provincial health care and justice institutions to purchase food from local sources: “the program currently gets 90% of processed dairy products such as butter and yogurt, 60% of fresh produce and up to 80% of fresh produce from storage, and 60% of beef, chicken and pork from local sources” (Canadian Cooperative Association, 2008, p. 6). The City of Toronto has a similar program whereby relevant municipal departments strive to purchase 50% of their food from local producers (Canadian Cooperative Association, 2008). Although the Saskatoon Health Region’s food charter is a sign of moving this direction, a great opportunity exists for many other government institutions to support local producers through procurement initiatives.

### **Food Security & Justice**

Recently, a study was conducted in Toronto that pointed to what some community organizations already feared, that programs such as community kitchens and community gardening do not reach people who are most vulnerable to food insecurity (Kirkpatrick & Tarasuk, 2009). The authors found that rates of usage of community-based food programs was extremely low amongst people in Toronto living below Canada’s Low-Income Cut-Off, and they concluded that the programs are not reaching those who would most benefit from them. This limited reach is likely because of life circumstances and other factors that make participation difficult under very challenging financial circumstances. Other research specifically on Good Food Box programs supports this conclusion (Johnston & Baker, 2005). Kirkpatrick and Tarasuk (2009) stated that while rates of community-based food program participation was low, “the use of other resource augmentation strategies such as delaying payments of bills or rent and the termination of telephone and other services was relatively common. This is worrisome given that such strategies can only compound the vulnerability of food insecure families by causing them to incur debts, risk eviction, exhaust social support networks and become more socially isolated” (p. 138).

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Overall, there is significant literature pointing to the problem of lack of participation in community food security initiatives such as community-supported agriculture, farmers' markets and other programs mentioned above by the most vulnerable members of society (Allen, 2008; Jarosz, 2008). White, middle-class people are generally overly represented as participants. These studies confirm the limits of population-based health interventions that do not build in sensitivity to the needs of the most vulnerable: "it is important to recognize that though a rising tide may lift all boats, and population-based public health interventions may improve conditions for all, they can simultaneously *increase* health disparities" (Neff et al., 2009, p. 286). Authors argue that, in order to truly address food insecurity, significant policy changes need to be made at various levels of government.

The literature addressing this issue reports two common strategies that are pursued by municipalities. One strategy is to ensure that farmers' markets are geographically accessible to vulnerable members of society. In Winnipeg this has meant locating the farmers' market in the North End of the city, a lower income area of the city. Similarly, Saskatoon's farmers' market is located on the edge of the Riversdale neighbourhood, one of Saskatoon's core low-income neighbourhoods. In fact research has shown increased sustainability of farmers' markets if they are located on the edges of low-income neighbourhoods where they are seen as accessible to people of all incomes (Shak, Mikkelsen, & Chehimi, 2010). Although this strategy does not address all the barriers present to low-income people accessing farmers' markets, it is an effective strategy for addressing some transportation challenges. A second strategy that was recently implemented with great success is the use of food vouchers to access the farmers' markets in BC, as mentioned above. Although this project was not extended beyond its pilot phase, it was extremely successful and well-received by participants and market vendors alike. It has significant potential to increase accessibility to farmers' markets as well as support local farmers.

Food deserts, as experienced in the core neighbourhoods of Saskatoon, present further barriers to accessing healthy, nutritious food. In False Creek North in Vancouver, City of Vancouver planners ensured residents had access to food shopping within walking distance through the allocation of retail space specifically for a grocery store (Enns et al., 2008). Most community or development plans merely allocate land for retail use with no specific retail plan. In the US city of Philadelphia, another interesting program called the Fresh Food Financing initiative has been undertaken to provide access to capital to grocery stores willing to open in low-income inner city neighbourhoods. Further US federal funding for a similar initiative has been recently provided for grocery stores with a desire to open in food desert neighbourhoods across the United States.

To overcome these barriers and others that exist in accessing local food, it is essential that conversations occur regarding the role of a sustainable food system within society. Within these conversations efforts must be made to ensure that the work to develop a sustainable food system is conducted in a democratic and inclusive manner. Numerous authors have expressed concern about the language used in discussing local food systems, about shifts in food activism, and about who is being excluded from discussions (Allen, 2008; Harrison, 2008; Roff, 2007; Selfa & Qazi, 2005). First, Selfa and Qazi (2005) found that, not only did producers and consumers define 'local' differently, but there were also significant differences in interpretation



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of the term within each group. Depending on the group the authors were interviewing, different markers of “local” were used: rationality, provincial/state defined boundaries, and particular geographical landmarks. As a result, the authors highlighted the importance of avoiding assumptions, but instead taking care with the language used to avoid misinterpretation.

Allen (2008) cautions those involved in studying the food system and presenting alternatives to the current one:

alternative agrifood efforts may only create marginal, safe spaces for the privileged that may simply serve as a bleeder valve for the dominant agrifood system. Privileged people may participate and be “protected,” and therefore fail to agitate for a better food system, leaving the vast majority of the world’s population to cope with the problems wrought by the conventional agrifood system. (p. 159).

She argues that there needs to be an explicit focus on social justice, including justice for women and other vulnerable groups including workers in the industrial food system. The latter often live in poverty, have dangerous working conditions and, depending on their legal status, may not be protected by Canadian law. In this way, those who are most marginalized in society can be included in food system activism (Allen, 2008).

Roff (2007) and Harrison (2008) both express concern about the ‘neoliberalization’ of food activism. By this they mean shifting “the responsibility for social reforms from the state and manufacturers to individual consumers, bringing with it important social justice implications” (Roff, 2007, p. 511). For Roff, current food activism often has a significant focus on consumer choice which simply “opens new spaces for profit without seriously threatening contemporary market structures or agro-ecological practices” (p.511). Often the new spaces are for convenience and processed foods while what is needed for healthy people and environments are fewer convenience and processed foods and, indeed, fewer food products available overall.

Roff (2007) explains that, at least in North America, protests and demonstrations over the injustices of the current food system have been replaced by encouraging individuals to choose more environmentally friendly or more justice-oriented approaches to food and agriculture. While encouraging consumers to make better choices is one piece of food activism, Roff argues that the market cannot change the way the market operates and by uncritically adopting neoliberal ideologies current movements risk reproducing the structures they seek to change. The author explains that without a broader societal focus to food activism we miss how many social problems are very much linked to the problems with the food system, including the deskilling of labour, the lack of living wages for many, and longer work days. When we focus on individual choice we lose the opportunity to see those links. Therefore, Roff argues that a critical challenge facing alternative food movements is how to forge new identities that allow people to see themselves as more than individuals but as members of a collective society. This is where the collective work of groups such as Food Policy Councils or producer associations can have a significant impact, where people can learn from each other and recognize their collective power.

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## Food Security & Health

As mentioned above, food insecurity is detrimental to health. While strengthening a local food system can increase community food security, preliminary research has also shown health benefits to eating primarily locally produced foods, largely due to increased reliance on vegetables and fruit, at least during the Summer and Fall seasons, and decreased consumption of heavily processed foods (Rose et al., 2008). This same research as well as dietetics' professional organizations (Gerald & Harmon, 2007; Webber & Dollahite, 2008) have recommended that nutrition and public health officials educate themselves about the local food system in order to facilitate promoting healthy sustainable food choices.

Hamm (2008) argues that it is increasingly clear that public health dietary guidelines cannot be met without a simultaneous focus on sustainable agriculture and food production. He talks about the importance of diverse family farms, sustainable farming practices, and the linking of viable rural and urban communities as vital to public health. He explains that food choice need to be triaged using three questions: "(1) Can it be sourced locally? (2) If not, can a local substitute suffice? (3) If not, can a more distant source be used that incorporates the same environmental, social, and economic traits desired in the local?" (p. 174). What is most fascinating and unusual about Hamm's (2008) argument is the link he makes between the development of sustainable agriculture, sustainable rural communities and diets that meet dietary guidelines for public health. In other words, shifting from a focus on the food supply to a focus on enhancing sustainability of the food system with greater localization of the food source provides a myriad of opportunities linking the realms of public health, sustainable agriculture, environmental stewardship, and economic development.

One of the challenges when exploring ways to address food insecurity is that it crosses numerous professional and disciplinary boundaries, most obviously beyond public health into agriculture. When asked about their focus, the Saskatchewan Ministry of Agriculture stated that their present focus is on agriculture as a commodity for export, although they are aware of the growing interest in local food. MacRae and the Toronto Food Policy Council (1999) argue that this commodity focus is a problem for the Canadian food and agriculture system; "policy is developed along commodity lines, not for food systems." (p. 188). Muller et al. (2009) argue that public health should be the driving force behind food system policy; "of the myriad of policies that impact food systems, very few have an explicit objective of improving the public's health" (p. 226), and that food policy councils are "perhaps the most effective method for initiating comprehensive food system policy enhancements" (p. 237). MacRae and the Toronto Food Policy Council (1999) explain that responsibilities for the various aspects of the food system are contained within separate departments that cause them to be "fragmented, so the negative consequences for other policy areas and jurisdictions of an intervention are not necessarily well thought through" (p. 189). The argument is that to have a coherent, healthy, environmentally sustainable food system in Canada a new policy-making process should occur whereby we begin by setting a large scale policy framework consistent with human and environmental health, and from there develop more specific policies towards the food system that are in line with the larger policy framework (MacRae & Toronto Food Policy Council, 1999). The authors describe this as applying "systems thinking to the analysis of problems and

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design of solutions". Interestingly, the UK government has recently published a document that advocates for something quite similar to MacRae and the Toronto Food Policy Council; although in the case of the UK they are specifically focusing on negative environmental impacts associated with the current food system approach (The Strategy Unit, 2008).

MacRae and the Toronto Food Policy Council (1999) explain that in order to have a socially and environmentally responsible food policy system in Canada, the policy-making process must be opened up to include people not traditionally involved in this type of process (similar to the 1970s People's Food Commission and the current People's Food Policy Project). Groups like small family farmers, environmentalists, rural advocates, and low-income urbanites should be included. Specifically, they argue that the model of the multisectoral municipal or regional food policy council (of which they are a prime example) could be instrumental to the type of policy-making they advocate (MacRae & Toronto Food Policy Council, 1999). These types of food policy councils, because of their work at the local or regional level, and because of their inclusion of non-traditional voices, bring important perspectives and resources for generating and implementing policy (Muller et al., 2009).

Food Secure Saskatchewan (FSS) is one local organization that is focused on these discussions across professional and disciplinary lines. Food policy councils and other organizations similar to FSS face challenges to funding, staffing and government support (Muller et al., 2009). There are a few examples of organizations who have managed to overcome some of these barriers, including Food Matters Manitoba (an organization with a similar mandate to FSS) that serves as a coalition of local food organizations that have proven essential to the work of increasing food security throughout Manitoba. The Toronto Food Policy Council represents another positive example of how policy councils can broaden the traditional approach to food policy, and have even successfully made agricultural policy a municipal issue (Friedmann, 2007).

### **Food Security & Culture**

As stated above, the work of strengthening the local food system needs to involve a truly diverse group of people and interests. This should not be limited to health or social service professionals and those actively involved in production, but also those interested in entering production and populations facing increased vulnerability. As noted in our overview of programs and organizations involved in food security, there are a number of programs and organizations working with new immigrants and refugees to increase their food security. The potential to expand these programs into further food security efforts is great. Although organizations such as the International Women of Saskatoon have partnered with CHEP and the Saskatoon Food Bank and Learning Centre in the past, there are other examples of new immigrants and refugees efforts to increase food security in across North America. Similar to the programs that are presently organized by the Open Door Society and the International Women of Saskatoon, community farms or gardens can serve to bridge cultural differences, develop new skills, build confidence, and develop communities for newcomers to Saskatoon. If fostered, these gardens could even serve as a source of income for newcomers, some of whom face limited employment opportunities when initially arriving in Canada.

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Throughout the world indigenous people face an increased risk of food insecurity and Canada is no exception (Kuhnlein et al., 2006). Despite, and perhaps because of this increased risk, many indigenous Canadians have a wealth of knowledge regarding sustainable food production and procurement within Canada that local food systems can learn from. According to Kuhnlein et al. (2006) this knowledge is often overlooked and undervalued despite the great value it can have for the health of industrialized countries. A study conducted by Kuhnlein et al. (2006) provides an extensive list of intervention ideas from Indigenous Peoples' throughout the world regarding improving food systems for health. These ideas include everything from embracing traditional food strategies of accessing wild plant/animals to general community projects including learning from elders integrating traditional food knowledge across disciplines. The involvement of those communities who face increased food insecurity in developing strategies to address shortcomings of the food system is essential if the inequities of the food system are to be truly addressed.

### **Food Security & Globalization**

As discussed above, the challenge for local governments in addressing globalization within a food security context is that the majority of international trade agreements are signed by the federal government. Although international trade agreements are out of the jurisdiction of municipal and local governments, there are creative ways that local governments can start to work towards more sustainable and equitable practices. For example, Vancouver has signed an Ethical Purchasing Policy that "demonstrates [the City of Vancouver's] commitment to sustainability by seeking to ensure safe and healthy workplaces for the people who make products for the City of Vancouver" (City of Vancouver, 2005, p. 1). Although not specifically focused on food security issues, the Ethical Purchasing Policy is a step in the direction of developing sustainable and equitable relationships in the international market.

### **CONCLUSIONS AND RECOMMENDATIONS**

Articulated throughout this report are challenges facing further implementation of the Saskatoon Food Charter, as well as opportunities within current implementation efforts. The diversity of organizations and groups working towards the principles articulated in the Saskatoon Food Charter provide many examples of how local efforts can truly impact a global problem. Furthermore, the multiplicity of groups involved in strengthening local food security provides many opportunities for citizens to be involved in an equally diverse number of ways. However, the challenges facing further implementation of the Saskatoon Food Charter are real, and without a concerted effort and coming together of diverse groups and organizations, those challenges can seem overwhelming. What follows is an effort to break down the many possible areas for action into a strategic agenda for action. The recommendations presented are not intended to be exhaustive in scope, but are rather concepts and ideas that resonated throughout discussions with local groups and organizations, and within the literature reviewed. These recommendations are presented in a successive manner, but are intended to build synergistically on the accomplishments of one another. Where it seems logical, local groups or organizations are also identified that are strategically located to play a key role in implementing the recommendation.

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## Immediate Recommendations (within 1-2 years)

- *Conduct a Local Food Assessment.* Although there is a small body of Saskatoon-based research indicating the need for increased food security and outlining potential strategies to increase local food security, a local food assessment can serve to develop local indicators of need and assist in strategically implementing initiatives to increase food security. The Provincial Health Services Authority in British Columbia has developed a publicly available Community Food Assessment Guide (see <http://www.phsa.ca>) that has been implemented with great success. The goal of the local food assessment is not only to develop a community-centred action plan, but also to engage community partners who will be essential to acting on the identified strategies. The City of Saskatoon can serve as a key player in bringing various stakeholders together to conduct a Saskatoon focused food assessment.
- *City Land for Growing.* The policy the City of Saskatoon passed in the spring of 2010 expanding food production on vacant city lots is a great first step in increasing local food production. Other opportunities include utilizing the property surrounding city-owned buildings and facilities for growing fruit trees and other food and increasing use of boulevards and easements for food production. There are local community groups interested in planting and producing food on these sites. At present the City already maintains gardens surrounding city-owned buildings, and there are significant opportunities to integrate food production into the primarily aesthetic gardens, and the food could be utilized by local organizations and City facilities.
- *City of Saskatoon Food Directory.* As mentioned above, the Saskatchewan Organic Directorate maintains a province-wide directory of organic and natural food production (see <http://www.organicfarmdirectory.ca/>). Many local governments across Canada have taken first steps in supporting local food production by funding or producing a guide for citizens and visitors as to where to access local food suppliers. Prince George and the City of Richmond are prime examples of where directories have expanded to include full-scale public education campaigns aiming to increase support for local food production (Enns et al., 2008).
- *Food Charter Animator with the City of Saskatoon.* Given the potential role the City of Saskatoon can play in increasing local food security, and the number of recommendations outlined in this report, a designated position to oversee the fuller implementation of the food charter would strengthen the City's ability to implement new projects and policies that increase food security. A City of Saskatoon position whose mandate will be to work towards comprehensive food policy for the city, would improve the City's capacity to improve local food security and be a first step in implementing a number of the listed recommendations.
- *School Opportunities.* The school boards and many individual schools in Saskatoon have strong existing relationships with local food security partners such as CHEP and the

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Saskatoon Health Region. To continue to strengthen the schools' role in local food security, the School Boards can adopt their own food charters that outline goals and principles for expanding the roles of schools in supporting food security. The Saskatoon Health Region's Food Charter represents an example for school boards to review and build upon. A first step in this process, as recommended by CHEP and SOD (Bromm & McRae, 2009), is to increase the organic products available within schools, as well as educate students about local and organic products.

- *Organic Education.* Despite the rise in popularity of organic products, there is a lot of misinformation about the underlying principles behind organic production. It is important for local institutions to understand organic certification and what is required of organic producers. In the joint report from SOD and CHEP they recommend creating and distributing, "targeted organic resource materials describing organic production and certification for institutions and local producers not certified" (Bromm & McRae, 2009, p. 40).

#### **Short-term recommendations (within 5 years)**

- *Expand Land Available for Food Production.* Although there are various approaches that can be taken to increase the land available for food production within the City of Saskatoon, one of the most sustainable and reliable approaches is through the use of zoning bylaws and planning documents. As described by Enns et al. (2008), "zoning by-laws provide front-line tools for local governments to promote aspects of food security by determining how communities will be developed" (p. 12). Ensuring that land is available in every community for community gardens, and building this stipulation into the City's zoning requirements will ensure that opportunities for local food production exist into the future. Another strategy is to adjust building codes to ensure that new buildings are created with the capacity to support rooftop growing. Protection of agricultural lands adjacent to the City is another important strategy. If the Saskatoon's Planning Department can be engaged in creative discussions with various stakeholders, creative ideas will likely emerge to increase the amount of land available for food production within and near Saskatoon.
- *Eliminate and Prevent Food Deserts.* The City of Saskatoon can play a key role in eliminating and preventing the reoccurrence of food deserts within the City. In order to eliminate the present food desert, community partners have joined together to develop the Good Food Junction as a part of Station 20 West. Community support for the Good Food Junction continues to grow and it continues to present a real solution to the existing food desert. In order to prevent a future food desert, the City of Saskatoon Planning Department can play a central role in ensuring retail grocery stores exist throughout all Saskatoon neighbourhoods. Shak, Mikkelsen, & Chehimi (2010) outline a variety of ways to encourage grocery retailers from offering incentives (i.e., land, tax exemptions, etc.), to utilizing zoning bylaws to ensure land is protected for retail grocery stores.

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- *“Buy Local” and “Healthy Food” Policies.* A common strategy to support local food production is through the provision of a consistent market. The City of Saskatoon has a real opportunity to provide a portion of this market through adopting a “buy local” policy for the programs and buildings the City manages. At the same time, a large number of public institutions rely on sponsorship from corporations in order to deliver their programming or maintain their facilities. Unfortunately with this corporate sponsorship often comes the presence of unhealthy or “junk” food. The removal of unhealthy foods, or at the very least the guaranteed presence of healthy food options within public institutions can have a significant impact on the long-term health of the Saskatoon population. In order to follow these recommendations, exploring how the Saskatoon Health Region is implementing this aspect of their own Food Charter may be a logical starting point. Municipal government examples also exist in places such as Toronto and San Francisco.
  - *Ethical Purchasing.* In an effort to address the inequitable and unjust global food system at a local level, a starting point is to adopt a similar “ethical purchasing policy” as the City of Vancouver. Although not explicitly linked to food, this policy is a real and significant step that can be adopted and successfully implemented with its focus on Fair Trade products and adhering to the International Labour Organization’s Core Labour Conventions.
  - *Develop a Food Policy Council.* The potential represented by Food Policy Councils is discussed earlier in this report and there is a real opportunity for a Food Policy Council to be formed in Saskatoon. Many researchers suggest this process can begin by holding round table discussions between local stakeholders (i.e. institution representatives, grain processors, meat processors, as well as market gardeners, and people from various vulnerable populations, etc.) (Bromm & McRae, 2009; Desjardins et al., 2002; McCullum, Desjardins, Kraak, Ladipo, & Costello, 2005). Many of these stakeholders already meet around other existing tables such as Food Secure Saskatchewan or the Saskatoon Food Coalition, but by initiating or facilitating the development of a Food Policy Council, the City of Saskatoon can provide the Food Council with a clear focus. Muller et al. (2009) state that Policy Food Councils can “be established via legislation, an executive order, resolution or proclamation, or by action of nongovernmental organizations” (p. 237). A food policy council that has representatives across disciplines can start to develop solutions to the complex and dynamic problems present in the present food system (McCullum et al., 2005; Desjardins et al., 2002).
  - *Geographic Indicators.* There is a growing interest among Canadians to know more specifically where a product is produced (Infact Research and Consulting Inc., 2008). Although the Saskatchewan Made Program is helpful for identifying Saskatchewan made products, there is an opportunity to develop even more geographically sensitive indicators. For example, the Saskatchewan Made logo could be changed slightly to identify where in Saskatchewan a product is made. This presents an opportunity for Saskatoon and other centres throughout the province to promote themselves and their unique products, while building on an existing program.

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- *Public Education.* As identified by a number of local stakeholders, the public's understanding of why a local food system is important, and how to sustain it, is still growing. In an effort to increase the public's knowledge of the importance of local food production and community sustainability, a public campaign linking community sustainability to a local food system is a common first step taken by local governments and community groups (Edible Strategies Ent. Ltd., 2007; McCullum et al., 2005). Some education campaigns have also linked community sustainability to health, broadening the scope and increasing campaign partners (Cabinet Office, 2008).
  - *Linking Emergency Food with Local Production.* McCullum et al. (2005), argue that to ensure that local food remains accessible to lower-income citizens, connections between local producers with emergency food programs need to be established. The Saskatoon Food Bank and Learning Centre's Potato Patch is one example of this already occurring. Further efforts should be made to link emergency food programs with local producers, and provide those accessing emergency food programs with the opportunity to produce their own food.
  - *Farmers' Market Vouchers.* As mentioned above, and piloted within British Columbia, one way to increase access to farmers' markets for low-income citizens is to link the farmers' market with the food allowance provided by social assistance programs. This increased accessibility has shown to not only increase access to fresh fruits and vegetables for low-income citizens (Shak et al., 2010), but it also serves to support local producers.
  - *Local Food Storage.* One of the most common challenges presented by local producers and retailers is the lack of storage facilities for local products. There is existing interest from the Saskatchewan Vegetable Growers Association (SVGA) and other local stakeholders in solving the lack of a storage facility (Bromm & McRae, 2009). The City of Saskatoon could take the lead in facilitating a discussion between producers, CHEP, SOD, SVGA, and others interested in developing a local storage facility within Saskatoon. Any analysis of the cost of developing or retrofitting a storage facility must also recognize the increased economic benefits to Saskatoon if such a facility were to exist in the jobs that a local storage facility would create. As argued by Hamm (2009), "it is clear that expanding the production and distribution of healthy foods, especially a marked increase in consumption of fruits and vegetables, presents significant opportunities to grow businesses and jobs" (p. 246).
  - *A Local Food Producer Association.* One approach for local producers to strengthen their collective voice is through forming an association that can serve to represent their collective needs. In the 2009 study undertaken by CHEP and SOD (Bromm & McRae, 2009) 14 of the 15 producers surveyed stated an interest in joining a producers' group or association. It would be strategic to initiate such an association with small scale producers in order to ensure the costs of joining are not a significant barrier to small and medium scale producers.



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## Medium to Long-term Recommendations (within 5-10 years)

- *Support for Youth.* In order for long-term sustainability for the local food system to be a reality, both urban and rural youth need to be engaged in learning about ecologically sustainable food production. Although programs do exist through the school systems within Saskatoon to introduce students to food production and the principles of environmental sustainability, the expansion of these programs through building on existing partnerships between the schools, the SHR, the City, and community-based organizations such as CHEP would go a long way to fostering interest and knowledge of a sustainable food system.
- *Expand the Farmers' Market.* The establishment of the permanent site of the Farmer's Market has had a significant positive impact on the local food system. Given the growing interest in local food and farmers' markets, exploring the sustainability of building a second Farmers' Market in a different neighbourhood would serve to increase geographic accessibility to the Market, as well as expand the local food market.
- *Develop and Strengthen the Local Food Infrastructure.* One of the most frequent barriers to expanding the local food system identified in discussions with local producers and consumers, as well as in the literature (Bromm & McRae, 2009; Edible Strategies Ent. Ltd., 2007), is the lack of a local food system infrastructure. The need for local food storage is discussed above, and the other two key gaps are the lack of a central local food distributor and the need for local food processors.
  - a. *Food Distribution* – One of the most significant barriers identified by Saskatoon community institutions in incorporating more local food into their facilities is a lack of a central organization to contact for local products. Local chefs also identified this challenge in entering the local food market and the multiple suppliers they need to contact. A local food distribution company, with the infrastructure to store and deliver local food, would serve to expand the market available to local producers. As also recommended in the SOD and CHEP report, “set up one location or association that would be the “go to” place to buy local organic products within Saskatoon” (Bromm & McRae, 2009, p. 40)
  - b. *Food Processing* – Although this issue faces all types of local producers, local meat producers appear to be most adversely impacted by the lack of local abattoirs and butchers. In order for meat to be sold across provincial lines or exported, processing facilities require Federal inspection. The majority of provinces across Canada have set their own processing standards to mirror the Federal standards. Unfortunately this has resulted in eliminating a number of local processing facilities due to the high costs required to meet the Federal standards, and thereby limited the ability for small and medium scale meat farmers to sell their product locally. The Saskatchewan Ministry of Agriculture is aware of this issue, and with some advocacy from a coordinated group of stakeholders, may be willing to explore solutions to this dilemma.

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- *Support for New Farmers.* To sustain a local food system requires sustaining and supporting local farmers. There are a significant number of unique challenges facing individuals and families interested in entering the farming field including a lack of mentorship programs, the costs of purchasing land, and the limited pay for farmers and agricultural workers. As identified above, formal mentorship programs exist across Canada, and similar programs in Saskatchewan would introduce people interested in farming to the realities of managing a farm in a supportive manner. Other ways to support new farmers include scholarships for food production-related studies and improved farm succession programs (Edible Strategies Ent. Ltd., 2007). An alternate approach to supporting farmers is through the Alternative Land Use Services program that is being piloted in Manitoba. This program is a voluntary, incentive-based, private land conservation program that pays landowners and farmers to maintain and enhance the ecological aspects of their land. Furthermore, the program can serve to educate Canadians about the importance of sustainable land use for the environment.
  - *Expand Food Charters.* The Saskatoon Health Region's Food Charter represents an example that should be embraced and expanded upon by provincial departments throughout Saskatchewan. Provincially run institutions, as well as provincially regulated programs that are required to utilize local food, present opportunities to support increased food security and strengthen the local food system.
  - *Develop a Human Milk Bank.* Given the significant health benefits of breastfeeding for children, it seems logical to increase efforts to facilitate access to human milk. This means not only ensuring breastfeeding is accepted in public spaces, but also facilitating access to human milk for children who do not have access from their caregiver. Although a human milk bank did exist in Saskatoon at one point, at present the B.C. Women's Milk Bank, located in Vancouver, is the only human milk bank in Canada and provides an example from which Saskatoon can learn.
  - *Index Social Support Programs.* Increasing rates of obesity are disproportionately impacting low-income citizens in part due to their increased food insecurity and the increased cost of healthy foods. In order to start to address this issue, the food allowances provided by the Saskatchewan government in programs such as the Social Assistance Program should be indexed with the costs of living and healthy eating. The Saskatoon Health Region has recently released a report entitled "The Cost of Healthy Eating in Saskatchewan 2009" which provides excellent evidence regarding the real costs associated with eating healthy foods, and could serve as a starting point for re-examining the limited funds provided to citizens on Social Assistance.
  - *Policies Focusing on Health.* As discussed above, food systems are complex, crossing jurisdictions and disciplinary boundaries, and having profound impacts on the environment and health. One approach to ensuring that food production policies are

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grounded in their impact on citizens is to evaluate food and agriculture policy through a health lens. This not only serves to explore health impacts on citizens, but also ensures that environmentally sustainable aspects of food production are explored as sustainable food production is key to health. As presented by Hamm (2009), “health has to extend in both directions from people to the families and communities in which they live, on the one hand, and to the plants, animals, and soil on which they rely on the other” (p. 247).

- *Make Indigenous Food Security a Priority.* Aboriginal Canadians face an increased risk of food insecurity. One approach to addressing this issue is to make a concerted effort to support indigenous populations to develop strong local and indigenous food supplies. There are some examples of indigenous communities in Saskatchewan becoming leaders in developing strong local food systems, and bringing political attention and support to these projects would further the health and well-being of all Canadians.
- *Utilize Gender Based Analysis in Research.* There is a lack of food security research with an explicit focus on gender and the increased risks facing women. The Prairie Women’s Health Centre of Excellence (PWHCE) is in the process of conducting this type of research in Saskatchewan, exploring the experiences of women in urban, northern and remote communities. Based on the reputation of PWHCE for conducting solid research, following the recommendations that arise from this study would start to address the gender inequity that exists related to food security in Saskatchewan. Further areas for gender analysis include exploring farm life and the real economic contribution provided by farm-women to keep many farms going (Edible Strategies Ent. Ltd., 2007).
- *Technology for Small-Scale Farming & Processing.* As the majority of processing and manufacturing is conducted on a large scale, there is need for technology to support small and medium sized sustainable production and processing (Edible Strategies Ent. Ltd., 2007). Support for a business with a focus on developing specialized technology would not only improve local food production, but would strengthen the local food system.
- *Ethnic Food Products & Businesses.* According to Canadian Community Economic Development Network (Edible Strategies Ent. Ltd., 2007), some ethno-cultural groups and different age and income cohorts create specialty markets, and hence, an important development opportunity. Support for food businesses of various types that involve and/or serve these ethno-cultural groups could enhance creativity and diversity in the local food system.

## Saskatoon Food Charter

Adopted in Principle by Saskatoon City Council, 2002

Canada stands committed to the United Nations Covenant on Social, Economic and Cultural Rights specifying the right of everyone to adequate food, and endorses a food security action plan stating "the fundamental right of everyone to be free from hunger" and "food security exists when all people at all times have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life" (Canada's Action Plan for Food Security, 1998)

To meet this national commitment, and to make food security work in our community, the City of Saskatoon and other local organizations support the following elements as the basis for a Saskatoon Food Charter.

### Food Security and Production

- Food is an integral part of the economy of Saskatoon and the surrounding area. A commitment to building bridges between urban and rural communities on food security will strengthen the food sector's self reliance, growth and development.
- Local agriculture is important to producers and consumers alike. Urban and rural food security initiatives will preserve local agricultural production, and build on the mutual interdependence of producers and consumers. The Farmers' Market and the Good Food Box serve as viable models of this interaction with local farmers being able to market their products directly, and consumers being able to access nutritious, wholesome food.
- Urban agriculture can be advanced through the establishment of community gardens that contribute directly to the economic, environment and social life of city residents.
- Food must be produced in a manner that is environmentally sustainable, safe for consumption and socially just.

### Food Security and Justice

- Food is more than a commodity. It is a basic right. Every Saskatoon resident should have access to an adequate supply of nutritious, affordable and safe food without social and economic barriers. In Saskatoon, we must work with those communities most affected by lack of access to nutritious, affordable and safe food.

### Food Security and Health

- Food security contributes to the physical, mental, spiritual and emotional well-being of residents.
- Nutrition education and consumption of wholesome, healthy foods are important factors in determining the overall positive health of the city's population, and this begins with the promotion of healthy eating practices — as early as birth — with breast feeding.

### Food Security and Culture

- Food brings people together in the celebration of family and community, strengthening links between diverse cultures and urban and rural communities. The preparing, eating and sharing of food engages individuals and families in a social and community fellowship that balances physical and spiritual needs.
- Food is a social good that sustains and supports us and our communities.

### Food Security and Globalization

- Any international agreements entered into by our governments must respect the full realization of people's right to adequate, nutritious, accessible, affordable, safe food at home and internationally. National, provincial and local governments must guarantee the right of communities and individuals to food security through supporting viable, sustainable, agricultural production and an equitable income distribution.

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The fulfillment of a Saskatoon Food Charter relies on citizens participating directly in and promoting food security measures in their homes, their work places, their community, and in this process strengthening citizen involvement and concern.

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Therefore, to develop and promote food security on our city, Saskatoon City Council will:

- Champion the right of all residents to adequate amounts of nutritious, safe, accessible, culturally acceptable food.
- Advocate for income, employment, housing, and transportation policies that support secure and dignified access to food.
- Ensure the safety of food and drinking water.
- Ensure convenient access to an affordable range of nutritious foods in city facilities.
- Adopt and promote food-purchasing practices that serve as a model of health, social and environmental responsibility and that support the local rural economy
- Promote partnerships and programs that support rural-urban food links and the availability of locally grown, healthy foods through the Farmers' Market, Good Food Box and other rural-urban initiatives.
- Protect local agricultural lands.
- Encourage community gardens, urban agriculture and the recycling of organic materials that nurture soil fertility.
- Support training and income generating programs that promote food security within a community economic development model.
- Support nutrition education through promotion of skills-based programs for the community and in schools.
- Promote a yearly civic report card on how Saskatoon is achieving food security.
- Foster a civic culture that inspires support for healthy food for all.

**These objectives will be achieved by working in partnership with community based organizations, community associations, Aboriginal peoples, resident groups, business organizations, trade unions, educational and health institutions and other levels of government.**

This proposal for a Saskatoon Food Charter was developed through the Saskatoon Food Coalition with the involvement of the following groups: Saskatoon Farmers' Market, Oxfam, CHEP, Good Food Box, Community First, Saskatoon Friendship Inn, United Way, Core Neighborhood Youth Co-op, National Farmers Union, Quint Development Corporation, Saskatchewan Child Nutrition Network, Saskatchewan Food Security Network, Saskatoon Food Bank, Inner City Ministry, Organic Farmers Network and Saskatoon District Health.

## Appendix B - Local Organizations

The following list of local organizations is not exhaustive in its presentation of Saskatoon-based organizations working towards further implementation of the Saskatoon Food Charter, but instead this list is intended to provide readers with a sense of the breadth and diversity of work being undertaken related to local food security. For the purposes of the report we have also divided the organizations by the primary area of the food charter we believe their work addresses, but we recognize that many of them could just as easily fit within one or more other areas of the Charter.

| Saskatoon Food Charter Principle      | Local Organizations Identified  |
|---------------------------------------|---|
| <b>Food Security &amp; Production</b> | <ul style="list-style-type: none"> <li>• Little Urban Garden CSA</li> <li>• Pine View Farms CSA</li> <li>• Keith Neu's CSA</li> <li>• Steep Hill Co-op</li> <li>• Souleio</li> <li>• Saskatoon Co-op</li> <li>• Weczeria</li> <li>• Truffles Bistro</li> <li>• Wanuskewin Heritage Park</li> <li>• Local Bounty</li> <li>• Saskatoon Farmers' Market</li> <li>• CHEP Good Food Inc.</li> <li>• Saskatoon Health Region Food Charter</li> <li>• CHOICES</li> <li>• University of Saskatchewan Horticulture Club</li> <li>• Saskatchewan Organic Directorate</li> <li>• National Farmers' Union</li> <li>• Beyond Factory Farming</li> <li>• City Park Community Garden</li> <li>• Riversdale/King George Community Garden</li> <li>• Nutana Community Garden</li> <li>• Varsity View Community Garden</li> <li>• Saskatoon Food Bank &amp; Learning Centre</li> <li>• We Are Many (WAM)</li> <li>• Rooted</li> </ul> |

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|--|--|
|  | <ul style="list-style-type: none"> <li>• Escape Sports</li> <li>• Little Green Thumbs Saskatchewan</li> <li>• Heifer International</li> <li>• Core Neighbourhood Youth Co-op</li> <li>• Muskoday Organic Growers Co-op</li> <li>• Affinity Credit Union</li> <li>• Oxfam Canada</li> <li>• Footprint Design</li> </ul>   |
| <b>Food Security &amp; Justice</b>       | <ul style="list-style-type: none"> <li>• Saskatoon Food Bank &amp; Learning Centre</li> <li>• Public Health Nutritionists of Saskatchewan Working Group</li> <li>• Friendship Inn</li> <li>• Salvation Army</li> <li>• Saskatchewan Indian &amp; Metis Friendship Centre</li> <li>• Saskatoon District Labour Council</li> <li>• Saskatoon Community Clinic</li> <li>• Public Health Services, Saskatoon Health Region</li> <li>• CHEP Good Food Box Inc.</li> <li>• Open Door Society</li> <li>• Prairie Women's Health Centre of Excellence (PWHCE)</li> </ul> |
| <b>Food Security &amp; Health</b>        | <ul style="list-style-type: none"> <li>• Breastfeeding Matters</li> <li>• West Winds Health Clinic</li> <li>• Good Food Junction</li> <li>• SWITCH</li> <li>• Federation of Saskatchewan Indian Nations</li> <li>• Saskatoon Health Region</li> </ul>  |
| <b>Food Security &amp; Culture</b>       | <ul style="list-style-type: none"> <li>• Open Door Society</li> <li>• Local Bounty</li> <li>• Saskatoon Folk Festival</li> <li>• Federation of Saskatchewan Indian Nations</li> </ul>  |
| <b>Food Security &amp; Globalization</b> | <ul style="list-style-type: none"> <li>• National Farmers' Union</li> <li>• Canadian Labour Congress</li> </ul>  |
| <b>Other</b>                             | <ul style="list-style-type: none"> <li>• We Are Many (WAM)</li> <li>• Better than Bottled</li> <li>• Transition Saskatoon</li> <li>• Turning the Tide (R)evolutionary Media</li> </ul>   |

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His Worship the Mayor and City Council  
The City of Saskatoon

**REPORT**

of the

**ADMINISTRATION AND FINANCE COMMITTEE**

Composition of Committee

Councillor G. Penner, Chair  
Councillor D. Hill  
Councillor M. Heidt  
Councillor T. Paulsen  
Councillor A. Iwanchuk

**1. Street Activity Steering Committee**  
**(File No. CK. 5000-1)**

- RECOMMENDATION:**
- 1) that the City Solicitor bring forward to City Council a draft two-year contract between the City and The Partnership to deliver the Community Support Program as outlined in the attached report dated February 29, 2012;
  - 2) that the City Solicitor bring forward a draft bylaw to establish the Street Activity Steering Committee for a two-year period, reporting to Administration and Finance Committee; and;
  - 3) that the Street Activity Steering Committee be authorized to spend \$35,000 from the money set aside in the Streetscape Reserve for the Community Support Program, to hire Insightrix Research Inc. to do a follow-up street activity survey, to be delivered to Administration and Finance Committee no later than November 12, 2013.

City Council, at its meeting held on December 5, 2011 approved, in principle, provision for five civilian uniformed Community Support Officers to patrol the Riversdale, Broadway and Downtown Business Improvement District areas for a two-year term, subject to further information being brought forward to the Administration and Finance Committee. Council resolved, in part that the Panhandling Task Force bring forward an appropriate name for the group as well as a further detailed report, including hours of work, days of the week covered, job description, training requirements, dress, and management structure for the Community Support Officers.

In this regard, your Committee has reviewed the attached report of the City Solicitor dated February 29, 2012, with the members of the Task Force, and supports the recommendations outlined above. (The colored photos showing the proposed uniform for the Community Support Officers have previously been circulated and are available for viewing on the City's website at [www.saskatoon.ca](http://www.saskatoon.ca) as part of the Council agenda).

**2. 2012 Goals and Objectives**  
**Saskatoon Environmental Advisory Committee**  
**(File No. CK. 175-9)**

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

Attached is a report of the Saskatoon Environmental Advisory Committee dated February 9, 2012, setting out the Committee's goals and objectives for 2012. Your Committee supports the continued monitoring of the general issues identified and is forwarding the report to City Council for its information.

**3. 2012 Tag Days**  
**(File No. CK. 200-3)**

**RECOMMENDATION:** that the applications for 2012 Tag Days, as identified in the attached report be approved.

Attached is a report of the General Manager, Corporate Services Department dated February 9, 2012, forwarding a list of applications received for 2012 Tag Days. Your Committee has reviewed the list and supports the approval of the applications.

**4. 2012 Environmental Education Program**  
**(File No. CK. 7550-1)**

**RECOMMENDATION:**

- 1) that the information be received;
- 2) that the City of Saskatoon participate in the environmental education partnerships outlined in this report; and
- 3) that free Transit Service be offered in support of Earth Hour 2012 on the evening of March 31, 2012, commencing at 6:00 p.m. until approximately 1:00 a.m., to further support the City's climate protection initiatives.

Your Committee has considered the attached report of the General Manager, Utility Services Department dated January 23, 2012, outlining a number of deliverables for an Environmental Education Program for 2012. Your Committee supports the City's participation in these initiatives, including the provision of free transit service in support of Earth Hour on the evening of March 31, 2012.

**5. Tourism Saskatoon – Destination Management Services Agreement**  
**(File No. CK. 1720-1 x 175-30)**

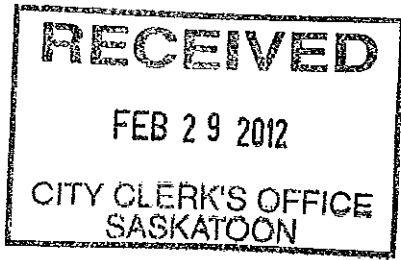
- RECOMMENDATION:**
- 1) that the Destination Management Services Agreement included with the report of the General Manager, Corporate Services Department dated February 28, 2012, between the City of Saskatoon and Tourism Saskatoon (Saskatoon Visitor & Convention Bureau Inc.) be approved; and
  - 2) that City Council authorize His Worship the Mayor and the City Clerk to execute the Agreement under the Corporate Seal.

Your Committee has reviewed the attached report of the General Manager, Corporate Services Department dated February 28, 2012, attaching a draft Destination Management Services Agreement between the City of Saskatoon and Tourism Saskatoon. This agreement is to be renewed every five years. It has been approved by the Tourism Saskatoon Board of Directors and your Committee recommends approval by City Council.

Respectfully submitted,

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Councillor T. Paulsen, A/Chair



TO: Secretary, Administration and Finance Committee  
FROM: Theresa Dust, Q.C., City Solicitor  
DATE: February 29, 2012  
SUBJECT: Street Activity Steering Committee  
FILE NO: 5000-1

**RECOMMENDATION:** that Administration and Finance Committee make the following recommendations to City Council:

- 1) that the City Solicitor bring forward to City Council a draft two-year contract between the City and The Partnership to deliver the Community Support Program as outlined in this report;
- 2) that the City Solicitor bring forward a draft bylaw to establish the Street Activity Steering Committee for a two-year period, reporting to Administration and Finance Committee; and
- 3) that the Street Activity Steering Committee be authorized to spend \$35,000 from the money set aside in the Streetscape Reserve for the Community Support Program, to hire Inshtrix Research Inc. to do a follow-up street activity survey, to be delivered to Administration and Finance Committee no later than November 12, 2013.

**BACKGROUND**

City Council, at its meeting held on December 5, 2011 approved, in principle, provision for five civilian uniformed Community Support Officers to patrol the Riversdale, Broadway and Downtown Business Improvement District areas for a two-year term, subject to further information being brought forward to Administration and Finance Committee. Council resolved, in part:

- “2) that the Panhandling Task Force bring forward a further detailed report, including hours of work, days of the week covered, job description, training requirements, dress, and management structure for the Community Support Officers;
- 3) that the Panhandling Task Force be requested to bring forward an appropriate name for their group;”

**REPORT**

As regards Resolution No. 3, the Task Force is suggesting that they be called the Street Activity Steering Committee. This report is written on their behalf.

The remainder of this Report is in regards to Resolution No. 2 and the Community Support Officers.

## 1. **Management Structure**

The Steering Committee recommends that the City enter into a two-year contract with The Partnership to deliver and manage the Community Support Program (the "Program"). The Partnership would be the employer of the Community Support Officers ("CSOs"). All three affected Business Improvement Districts support The Partnership as the employer, subject to seeing budget numbers, and the Steering Committee remaining involved.

It is the intent that the Street Activity Steering Committee would continue in existence for the same two-year period. The Steering Committee would meet on a monthly basis. One item on every agenda would be a report from the Supervisor of the CSOs. In this way, all three affected BIDs, plus the Saskatoon Police Service, the Saskatoon Anti-Poverty Coalition and the City would continue to be knowledgeable about the issues and opportunities encountered by the CSOs and would have input into the Program. The Partnership is in agreement with this.

The Steering Committee considered doing a Request for Proposals for this service. However, as far as the Committee could determine, there is no one in the community currently delivering the unique combination of law enforcement and street level support expected of the Program.

The Steering Committee looked at Calgary and Winnipeg as the two cities which now have the equivalent of CSOs. In Calgary, they are called special bylaw enforcement officers and work for the City. In Winnipeg, they are called outreach workers and work for the BID. Their jobs are similar. However, each was developed to fit the unique needs of that City. In looking at whether the City or The Partnership should be the proposed delivery agent of the Program, the Steering Committee is recommending The Partnership for the following reasons:

- (a) this is a two-year pilot project, and the proposed contract with The Partnership is for two years only. At the end of the two years, much better information will be available on the actual work of the CSOs. Decisions will need to be made on whether they should be continued at all and, if so, whether they should be expanded beyond the three affected BIDs, and how they should be funded. At that time, if continued, the appropriate management structure for the future would be up for discussion;
- (b) the CSOs are a completely different job than anything the City now has. They do not fit into any specific City department, and there is no one who would be the obvious City manager to supervise them. As well, during the initial two years, the ongoing involvement of the Street Activity Steering Committee in this pilot project is at least as important as who they report to; and

- (c) access to government grants. As far as the Steering Committee can determine, Winnipeg (where the BID is the employer) receives monies from senior levels of government to put toward the cost of the CSOs. Calgary (where the City is the employer) does not. The Street Activity Steering Committee will explore potential government funding further, after the CSOs are up and running, and before the end of the two year contract with The Partnership. The new Safe Streets Commission might be able to help with this.

## 2. Uniforms

The guidelines followed by the Steering Committee were that there should be a uniformed presence, easily recognizable to everyone on the street, but that it be distinguishable from a police uniform. The choice of the Committee is to have jackets and caps very similar to the uniform worn in Winnipeg by their Outreach team, and standard blue pants and shirt underneath (worn by both Winnipeg and Calgary).

Attached please find two pictures which show what the Steering Committee is proposing. The first picture shows the Winnipeg Outreach team wearing their jackets and caps. The second picture shows a Calgary officer wearing pants and shirt without a jacket. Constable Pam Fouquette from the Saskatoon Police Service will be in attendance at the Administration and Finance Committee meeting with samples of the proposed uniforms.

The Steering Committee members have taken these uniform proposals to the various groups which they represent. As well, the Steering Committee met with the various community support organizations which provide services to people who may be on the street. The vast majority of comments were positive.

## 3. Program/Job Description

The Steering Committee has developed a description of the Program, together with a list of the main duties/expectations of the CSOs. Because of the uniqueness of the Program, the basic duties of a CSO also describe the Program. As a result, the Steering Committee has prepared the following for consideration by Administration and Finance Committee:

### **General Description**

To promote and ensure the success of the Community Support Program by engaging in highly visible patrols that reassure community members (including local businesses), and by co-ordinating with community support organizations and the Saskatoon Police Service.

The Program will also provide information to the Safe Streets Commission, to assist in identifying potential long-term solutions to issues arising on the street.

#### **Main duties expected of the CSOs**

- Patrols, primarily on foot, identified areas of the City to provide a familiar, highly visible and accessible uniformed presence.
- Assists community members in need in accessing relevant supports such as healthcare, addictions and crisis counselling, food and shelter, etc. Contacts appropriate community support agencies when necessary.
- Responds to requests regarding panhandling, loitering, public drunkenness and other related activities and is responsible for the enforcement of relevant municipal bylaws. Contacts civic organizations, such as the Saskatoon Police Service when necessary.
- Establishes and facilitates partnerships with local businesses, residents and community support organizations in order to be aware of potential issues and areas of concern. Assists with the identification of locally highlighted issues and collaborates with community support agencies, residents and others to develop and implement resolutions to these issues.
- Promotes relevant social programs to members of the community in need.
- Provides support in the prevention of criminal activities and provincial offences.

The Steering Committee shared the description of the Program and the proposed duties with various organizations. Several of the community support organizations commented that the word "Officer" in the title "Community Support Officer" might be negatively perceived by some people who were considering applying for the job. The Steering Committee believes that the word "Officer" should remain in the title. However, they have noted the concern as something to be aware of, when advertising the positions.

As mentioned earlier, the recommendation is that the City would contract with The Partnership to deliver and manage the Program. The Partnership, as employer of the CSOs, will then, in consultation with the Steering Committee, assume responsibility and fundamental control over the CSOs.

#### **4. Training Requirements**

The Steering Committee expects that the people hired to be part of the Program would possess extensive experience and skills in effective communication, the building of trust and rapport, conflict resolution, etc.

In addition, the Steering Committee is recommending that, once hired, all members of the Program receive training in:

- personal safety skills and verbal judo
- bylaw enforcement
- poverty awareness workshop
- knowledge of key community support organizations
- basic knowledge of youth and mental health issues

The Steering Committee is also recommending that the Supervisor of the CSOs spend some time in Calgary and/or Winnipeg, observing their programs.

Please note that the Steering Committee is proposing that the CSOs would be appointed as City bylaw enforcement officers for a specific list of relevant bylaws. The proposed list includes skateboards and jaywalking from The Traffic Bylaw, The Bicycle Bylaw, The Panhandling Bylaw, The Parks Bylaw and The Spitting, Urinating and Defecating Bylaw.

It is expected that the bulk of the training will be provided free of charge by the Saskatoon Police Service and the City. The Steering Committee has also established a list of the main community support agencies who would interact with the CSOs. The Steering Committee believes that the agencies will assist in ensuring that the CSOs are knowledgeable about the services which are available.

#### **5. Hours of Work/Days of the Week Covered**

The Steering Committee is recommending that the contract to deliver the Program require coverage from 8:00 a.m. to 10:00 p.m., Tuesday-Saturday. Patrolling special events on other days may be considered. There would be at least two people on duty at any time.

The CSOs will patrol only within the three BID areas of The Partnership, Riversdale and Broadway. The hours of work for each shift will be set by The Partnership in consultation with the Steering Committee. It is assumed that the Supervisor will assign areas of patrol and vary them as needs require. This would be expected to be part of the Supervisor's report at the monthly meetings of the Steering Committee.



## 6. Office Space

Office space will need to be leased for the Program. The Steering Committee recommends that the CSOs not be located within any of the BID offices, but rather in a neutral location. The Steering Committee also recommends that the leased office be located within the boundaries of the three affected BIDs.

The Steering Committee has done basic work on what would be required. We are proposing that leased space include one small office for the Supervisor and two workstations to be shared by the four CSOs. Access to a shared meeting room would be helpful.

Under the proposed contract, the decision on office location would be made by The Partnership, in consultation with the Steering Committee. The City has recently leased space in the York Building at the corner of 23rd Street and 2nd Avenue. We have been advised that one option would be for The Partnership to sublease space for the Program in that building. The City has kindly provided estimated costs (rent, occupancy costs, tenant improvements costs, etc.) for that location, to assist in preparing the Program's budget.

## 7. Budget

City Council has authorized up to \$550,000/year for each of two years, to be spent from the Streetscape Reserve for the Program. The proposal is that the City would sign a two-year contract with The Partnership to deliver and manage the Program. The contract would start April 1, 2012 and run to March 31, 2014. An annual sum to cover the cost of the Program would be set out in the contract and paid by the City to The Partnership.

Attached please find a draft budget from The Partnership. Please note that the budget is based on the joint decisions of the Steering Committee set out above. At this stage, the budget is an estimate, which is expected to be reasonably close to the final numbers which will be brought forward with the actual contract document if this proposal is approved.

As mentioned previously, once the Program is up and running (and there is something to show people), the Steering Committee plans to investigate government grants and other sources of funding. If any monies are obtained during the two-year period, they will not be additional to the proposed budget. The intent is that those funds would reduce the amount which is needed from the Streetscape Reserve to fund the Program.

In addition to the contract cost of the Program, the Steering Committee is recommending that it be authorized to spend a maximum of \$35,000 from the Streetscape Reserve. These funds would be used to hire Inshtrix Research Inc. to do a follow-up to the Baseline Study in 2013, as part of determining whether the Program was effective and should/should not be continued.

\$35,000 is the amount which Council contributed to the last survey. The Steering Committee hopes to reduce this amount by obtaining contributions to the follow-up survey from others who are directly interested in, or affected by, the Program. However, this will have to be done closer to the time of the follow-up survey.

The Steering Committee is not asking for any money for its own expenses. The participating parties will cover any incidental costs of meetings, etc. from their own budgets. The Committee is asking for assistance re public meeting notices, minutes, etc. from the City Clerk.

#### **8. Evaluation of the Program**

The proposal is that the contract with The Partnership would be for two years, starting in April, 2012. The proposal is that the Street Activity Steering Committee would remain in existence for that same two-year period, and be responsible for reporting on the Program during that time. The reports would be to Administration and Finance Committee, and also to the Safe Streets Commission, once it is established.

The Steering Committee recommends the following:

- (a) that the Steering Committee provide an initial report to Administration and Finance Committee and to the Safe Streets Commission as soon as the CSOs are actually patrolling the streets;
- (b) that the Steering Committee provide a follow-up report to Administration and Finance Committee and the Safe Streets Commission no later than January 31, 2013;
- (c) that the Steering Committee be authorized to hire Insightrix Research Inc. to do a follow-up to the Street Activity Baseline Study in August/September, 2013, to a maximum cost of \$35,000. The purpose of the Insightrix report would be to measure what differences, if any, have occurred since the first Baseline report which was done in the summer/fall of 2011. The 2013 report would try to evaluate what effect, if any, had been created by the Program;
- (d) that the Steering Committee would publicly report (with the Insightrix report) to Administration and Finance Committee no later than November 12, 2013. This report would include all other statistics or relevant information available to the Steering Committee. This report would include a recommendation on whether the Program should be continued or not and, if yes, what funding sources from other levels of government or the private sector might be available.

The intent is that City Council would have sufficient information in December of 2013 to decide (as part of the regular budget deliberations) whether to continue the Program and, if so, how to fund it;

- (e) that if the Safe Streets Commission has been successful in launching a project by the summer of 2013, the Steering Committee work with the Commission to see if evaluation of their project can be included in the Inshtrix report;
- (f) that the Steering Committee provide a list of statistics and information to be collected by the CSOs. This list would be included in the contract with The Partnership;
- (g) that the Steering Committee work with the Saskatoon Police Service to collect statistics on the type of calls received at key locations in the BIDs and the effect, if any, of the Program on those calls. An example is set out below:

The Saskatoon Police Service analyzed 100 calls from April/May of 2011 which they received from three "hot spots" in the BID areas. The results were as follows:

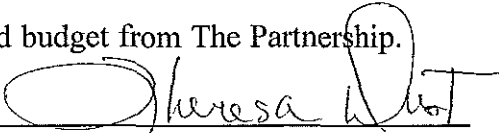
- 35 calls strictly police-related (eg. assaults, weapon calls, wanted persons, drugs, disturbances, etc.);
- 27 calls not police-related, that CSOs should be able to handle (kids hanging out, someone making rude remarks to passers by, etc.); and
- 38 calls which could potentially be handled by CSOs and/or police, and/or community service providers (eg. intoxicated persons not causing disturbances, who may need transport/arrest); and

- (h) that the Steering Committee continue to meet on at least a semi-annual basis with the main community support agencies to share information and ideas.

### ATTACHMENTS

1. Two pictures showing the proposed uniform for the Community Support Officers.
2. Proposed budget from The Partnership.

Written by:



Theresa Dust, Q.C., City Solicitor,  
on behalf of the Safe Streets Steering Committee  
Dated: February 29, 2012

cc: His Worship the Mayor  
City Manager  
Chief of Police  
General Manager, Community Services Department  
Safe Streets Steering Committee Members -  
    Randy Pshebylo - Riversdale BID  
    Terry Scaddan - The Partnership  
    Sarah Marchildon - Broadway BID  
    Vanessa Charles - Saskatoon Anti-Poverty Coalition  
    Inspector Shelley Ballard - Saskatoon Police Service  
    Elisabeth Miller, Senior Planner, Neighbourhood Safety-CPTED

**ADVISORY COMMITTEE REPORT**

**TO:** Administration and Finance Committee  
**FROM:** Saskatoon Environmental Advisory Committee  
**DATE:** February 9, 2012  
**SUBJECT:** 2012 Goals and Objectives  
**FILE NO.:** CK.175-9

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**RECOMMENDATION:** that this report be received as information and submitted to City Council.

**BACKGROUND:**

The Saskatoon Environmental Advisory Committee's mandate is to provide to Council, advice on environmental implications of City undertakings and identify environmental issues of potential relevance to the City. With this in mind, the Committee undertakes an annual session on Goals and Objectives for the next year. This report outlines the issues selected as a focus for 2012.

**REPORT:**

A Task Group of Committee members held discussions on the issues for focus in late January 2012. The draft of issues was submitted to the Committee for review at the February meeting. The following are general issues that the Committee will continue to monitor and advise upon in 2012:

- Support for the implementation of policies developed in previous years (including; Dark-sky lighting, wetlands conservation, water conservation, LEED, and transit);
- Comprehensive storm-water management policy;
- Contaminated sites reclamation policy;
- Expansion of LEED design criteria beyond civic buildings;
- Comprehensive alternative transportation policy, and
- Comprehensive building energy and emissions reduction policy.

**CONCLUDING COMMENTS:**

The Committee appreciates referrals from City Council on all matters relating to the Environment, and would encourage that this continue as we move into interesting and challenging times ahead. The Committee is committed to ensuring that Saskatoon remains a leader on environmental initiatives.

**Written by:** Dr. Sean Shaw



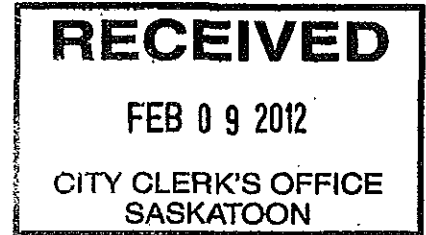
**Approved by:**

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**Dr. Sean Shaw, Chair**  
**Saskatoon Environmental Advisory Committee**  
**Dated: February 9, 2012**

200-3 3

TO: Secretary, Administration and Finance Committee  
FROM: General Manager, Corporate Services Department  
DATE: February 9, 2012  
SUBJECT: 2012 Tag Days  
FILE NO: CS.200-1



**RECOMMENDATION:** that the Administration and Finance Committee recommend to City Council that the applications for the 2012 Tag Days be approved.

**BACKGROUND**

Council Policy C02-010 defines a Tag Day as a day set aside for solicitation of donations from the public by a particular organization for charitable purposes. The charitable purpose can be any benevolent, philanthropic, patriotic, artistic, athletic, recreational, or civil purpose, and any purpose that has an objective of promoting or providing a public service.

**REPORT**

All organizations requesting 2012 Tag Days meet the requirements stipulated in the regulations governing Tag Days Policy No. C02-010, and have submitted applications and received approvals by City Council in previous years.

The following is a list of applications received for 2012 Tag Days:

| <u>ORGANIZATION</u>  | <u>DATE(S) REQUESTED</u> |
|--|--------------------------|
| 1. AIDS Saskatoon Inc.   | June 23, 2012            |
| 2. Kiwanis Club of Saskatoon   | Sept. 29, 2012           |
| 3. Canadian Cystic Fibrosis Foundation<br>Shinerama Saskatoon          | Sept. 20, 2012           |
| 4. Royal Canadian Legion & Anavets<br>Poppy Campaign Fund              | Oct. 27, 2012            |
| 5. 107 Spitfire Royal Canadian Air Cadet Squadrons                     | Apr. 28 & Oct. 13, 2012  |
| 6. 702 Royal Canadian Air Cadet Squadrons                              | Mar. 31 & Oct. 6, 2012   |
| 7. Navy League of Canada – Saskatoon Branch                            | Apr. 21 & Sept. 22, 2012 |
| 8. 328 and 2293 Royal Canadian Army Cadets                             | May 5, 2012              |
| 9. Saskatoon Lions Band  | May 26, 2012             |
| 10. Raise a Reader – <u>The StarPhoenix</u>                            | Sept. 19, 2012           |
| 11. Saskatoon Professional Firefighters Union Local 80 -<br>Boot Drive | May 12, 2012             |
| 12. Special Olympics Saskatchewan – Saskatoon                          | June 2, 2012             |
| 13. Borden/Saskatoon Lions Clubs                                       | Nov. 17, 2012            |

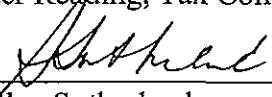
**ENVIRONMENTAL IMPLICATIONS**

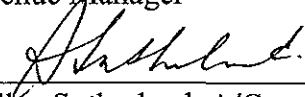
There are no environmental and/or greenhouse gas implications.

**PUBLIC NOTICE**

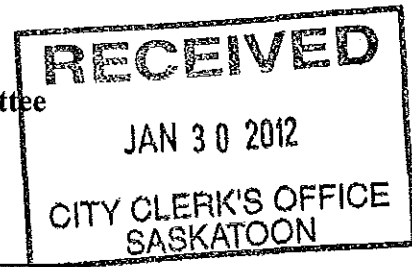
Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

Written by: Joy Bunes  
Meter Reading, Tax Collections & General Licensing Manager

Reviewed by:   
Shelley Sutherland  
Revenue Manager

Approved by:   
Shelley Sutherland, A/General Manager  
Corporate Services Department  
Dated: Feb 9/12.

**TO:** Secretary, Administration and Finance Committee  
**FROM:** General Manager, Utility Services Department  
**DATE:** January 23, 2012  
**SUBJECT:** 2012 Environmental Education Program  
**FILE NO:** WT 372-1



- RECOMMENDATION:**
- 1) that the following report be submitted to City Council for its information;
  - 2) that the City of Saskatoon participate in the environmental education partnerships outlined in this report; and
  - 3) that free Transit Service be offered in support of Earth Hour 2012 on the evening of March 31, 2012, commencing at 6:00 p.m. until approximately 1:00 a.m., to further support the City's climate protection initiatives.

### **BACKGROUND**

Environmental health and environmental leadership form part of the City of Saskatoon Corporate Business Plan and are strategic directions established by City Council.

The City of Saskatoon's Environmental Policy (C02-036) describes environmental leadership, including the capacity:

- to lead by example in a manner that encourages environmental sustainability through stakeholder and City consultation and integration with programs and initiatives; and
- to seek the commitment of all internal staff, management, and council and key stakeholders to environmental stewardship and safety through communication, training, and support.

The two key sustainability plans of the City of Saskatoon, the Energy & Greenhouse Gas Management Plan (2009) and Waste & Recycling Plan (2007), both identify education and awareness goals as critical to achieving success in the area of environmental health and sustainability.

### **REPORT**

The Environmental Services Branch has previously implemented a number of education and awareness initiatives as separate and distinct projects. To maximize the opportunity to develop synergies with partners, and to link key messages that support multiple initiatives, a list of deliverables for an Environmental Education Program has been crafted for 2012. Administration will develop an enhanced strategic approach to education and awareness that will build on the momentum that has led to Saskatoon's recent recognition by groups such as Corporate Knights, the World Wildlife Fund, and Canada Business Review.



The following are the significant deliverables of the 2012 Environmental Education Program.

### City-Wide Public Education Campaigns

| <b>Name of Initiative</b>   | <b>Time-line</b>                              |
|---|---|
| <b>2012 State of the Environment Report</b><br><i>The release of the City's first comprehensive environment report will provide significant and valuable information that will help Saskatonians better understand how their activities interact with the local environment.</i>          | March 2012                                    |
| <b>Energy &amp; Greenhouse Gas Reduction</b><br><i>Based on an updated implementation strategy for reducing greenhouse gas emissions, this initiative will highlight the strategic actions the City of Saskatoon will be focussing on in 2012 and 2013.</i>                               | April 2012                                    |
| <b>Be Water Wise</b><br><i>This initiative builds awareness of the importance of Saskatoon's water resources and is the first in a series phases of a water conservation program for Saskatoon.</i>   | June 2012                                     |
| <b>Residential Curbside Recycling Program</b><br><i>Coordinated with the target launch date for the new program, the City will roll-out communications materials that ensure all residents understand how to take advantage of the program, as well as the benefits of participation.</i> | Subject to contractor implementation schedule |

### Targeted-Audience Education Campaigns

| <b>Name of Initiative</b>   | <b>Time-line</b> |
|---|------------------|
| <b>Sewer Use Bylaw</b><br><i>In advance of the July 2013 effective date for the new Bylaw, the City will roll-out communications materials that ensure all affected businesses understand how to comply with the program.</i>   | April 2012       |
| <b>Corrosion-Control Program</b><br><i>Building on the City of Saskatoon's pro-active approach to lead drinking water service connections, residents and businesses with outstanding lead connections will be encouraged to take advantage of available incentives.</i> | September 2012   |

### Promotional Campaigns

| <b>Name of Initiative</b>  | <b>Time-line</b> |
|--|------------------|
| <b>2012 Leaves and Grass Subscription Program</b><br><i>The number of available subscriptions will be significantly increased and promoted to residents as an option for reducing waste. All leaves, grass, and non-elm woody material from yards may be placed in a City-provided green cart for bi-weekly collection through the summer.</i> | March 2012       |
| <b>Household Hazardous Waste Collection Days</b><br><i>Improvements to the program are under development and will be promoted.</i>   | April 2012       |
| <b>Compost Depots and Christmas Tree Recycling</b><br><i>These annual programs are growing in popularity each year. Communications efforts to expand citizen awareness will proceed.</i>   | April 2012       |
| <b>Waste Services Operations</b><br><i>The ongoing logistics related to the delivery of waste services are of interest to citizens and business customers. Efforts to communicate more meaningful and timely information will be made exploring communications mediums not used to date.</i>   | May 2012         |

|  |                |
|--|----------------|
| <p>Consumer Confidence Report</p> <p><i>The Water/Wastewater Branch produces an annual report on the quality and health of the City of Saskatoon drinking water system. The City has a strong reputation in this area that will be promoted.</i></p> | September 2012 |
|--|----------------|

### **Partnered Promotional Campaigns**

| <b>Name of Initiative</b>  | <b>Time-line</b>  |
|--|---|
| <p>Earth Hour 2012</p> <p><i>To raise awareness of the importance of climate protection, the City of Saskatoon will again partner with the Saskatchewan Environmental Society to promote Earth Hour in the Saskatoon community, particularly the business community.</i></p>   | <p>March 2012</p> <p>(Earth Hour is 8:30PM to 9:30PM, March 31, 2012)</p> |
| <p>Composting, Community Gardens, Food Security</p> <p><i>To build capacity for soil protection and local food production, the City of Saskatoon will continue its partnerships with a variety of non-profit organizations including the Saskatchewan Waste Reduction Council, Rooted/We Are Many, and others.</i></p> | May 2012  |
| <p>Pesticide Reduction Campaign</p> <p><i>Working with the Saskatchewan Environmental Society, the Pesticide Reduction Campaign is expected to continue to promote environmentally-friendly yard maintenance approaches that protect human health.</i></p>   | May 2012  |
| <p>Watershed Protection</p> <p><i>Partnering with the South Saskatchewan River Watershed Stewards and University of Saskatchewan, the City of Saskatoon will continue to develop source-water protection awareness tools.</i></p>  | Ongoing   |

### **POLICY IMPLICATIONS**

As an information report, there are no policy implications at this time.

### **FINANCIAL IMPLICATIONS**

All noted education initiatives have adequate funding based on the 2012 Operating and/or Capital Budget.

### **ENVIRONMENTAL IMPLICATIONS**

Environmental implications resulting from the education initiatives have not been quantified to date. Ongoing is the development of measurement protocols that attempt to estimate the reductions achieved in greenhouse gas emissions (and other environmental impacts) as a result of market penetration of key environmental messages.

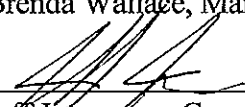
### **PUBLIC COMMUNICATION PLAN**

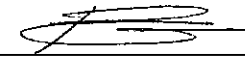
A Communications Strategy will be developed in collaboration with contractors and partner organizations. The Strategy will identify tools, actions and priorities to assist in increasing awareness and educating the public and identified target markets of the benefits and needs for environmental sustainability, stewardship and safety.

**PUBLIC NOTICE**

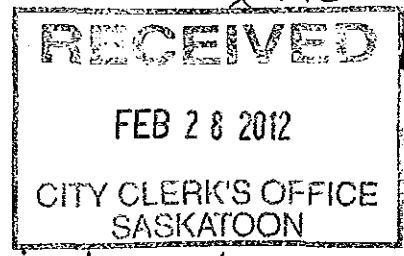
Public Notice, pursuant to Section 3 of Policy C01-021, Public Notice Policy, is not required.

Written by: Brenda Wallace, Manager, Environmental Services Branch

Approved by:   
Jeff Jorgenson, General Manager  
Utility Services Department  
Dated: January 27, 2012

Approved by:   
*for* Murray Totland, City Manager  
Dated: January 30, 2012

1720-1  
x 175-30



5.

**TO:** Secretary, Administration and Finance Committee  
**FROM:** General Manager, Corporate Services Department  
**DATE:** February 28, 2012  
**SUBJECT:** Tourism Saskatoon – Destination Management Services Agreement  
**FILE NO.:** (CS.1720-1 and CS.1870-4)

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**RECOMMENDATION:** that the attached Destination Management Services Agreement between the City of Saskatoon and Tourism Saskatoon (Saskatoon Visitor & Convention Bureau Inc.) be forwarded to City Council for approval.

**BACKGROUND**

The Destination Management Services (previously known as the Fee for Service Agreement) between the City of Saskatoon and Tourism Saskatoon (the Bureau) has expired. This agreement is to be renewed every five years.

**REPORT**

The attached draft Agreement has been approved by the Tourism Saskatoon Board of Directors and is being recommended for approval by City Council.

The agreement is similar to the previous agreement with two major changes. The first change is related to the calculation of the fee for service. In past agreements, the adjustment to the fee was based on the percentage change of the incremental growth in taxable commercial and industrial property assessments. However, due to the earlier timing of the City's budget preparation, the incremental change in commercial and industrial assessment is based on the previous year's growth figures.

The second major change is that the Bureau must submit to the City its budget data by December 1 of each year instead of December 15.

The term of the proposed agreement is January 1, 2012 to December 31, 2017.

**PUBLIC NOTICE**

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

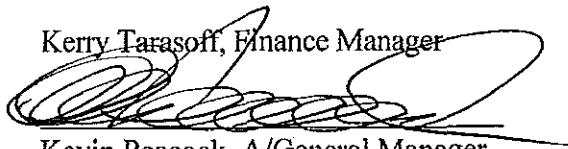
**ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

**ATTACHMENT**

1. Draft Agreement Between The City of Saskatoon and Saskatoon Visitor & Convention Bureau (Destination Management Services).

Written by: Kerry Tarasoff, Finance Manager

Review by: 

Kevin Peacock, A/General Manager  
Corporate Services Department

Dated: Feb 28, 2012

Approved by: 

Jeff Jorgenson, A/City Manager

Dated: Feb 28/2012

## Agreement

This Agreement made in duplicate this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

Between:

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

- and -

**Saskatoon Visitor & Convention Bureau Inc.**, a non-profit corporation, operating as Tourism Saskatoon, with an office in the City of Saskatoon, in the Province of Saskatchewan (the "Bureau")

### Introduction

- A. The City has a substantial investment in facilities that attract and serve tourists and visitors;
- B. The City has a municipal interest in the marketing and economic growth of the City;
- C. The City recognizes that one area of economic development is in the development of tourism;
- D. The City wishes to centralize its tourist management function in one organization and engage the Bureau to promote tourism in the City;
- E. The Bureau wishes to provide tourism management services to the City for the remuneration hereinafter set out;

This Agreement witnesses that in consideration of the premises and the agreements hereinafter contained, the City and the Bureau agree as follows:

### Provision of Service

- I. (1) The Bureau shall provide to the City the services outlined in this Agreement (hereinafter "Destination Management Services"). The levels at which these services are to be performed shall be agreed upon by the City and the Bureau during the City's annual budget review. The Destination Management Services shall include the following:
  - (a) the operation of at least one Visitor Information Centre year round;

- (b) the provision of a comprehensive visitor information program to tourists and visitors of the facilities, attractions and events in the City;
  - (c) the undertaking of initiatives such as advertising in publications to attract individuals tourists and visitors from various markets;
  - (d) the conducting of site visits for the purpose of familiarizing travel influencers with the City and its facilities;
  - (e) the attraction of the City of special events that will utilize the City's facilities such as TCU Place, sport facilities, Credit Union Centre and other local meeting facilities through participating in the preparation of bid proposals and other initiatives such as site inspections; and
  - (f) the attraction and servicing of conventions and events that will utilize the City's facilities and other local facilities.
- (2) In each year, the City shall pay to the Bureau, for the provisions of Destination Management Services, the sum equal to the previous years' fee for service adjusted by a percentage equal to the incremental growth in taxable assessment for commercial and industrial property in the City of Saskatoon in the previous year.
- (3) The Bureau shall use the fees it receives from the City for the management of tourism based on return on investment.
- (4) The amount of money paid by the City to the Bureau shall not be used to pay for services provided to members of the Bureau such as a membership directory, golf tournaments, or publications or portions of publications that promote the services of member organizations other than non-profit or charitable organizations. The Bureau may, however, make special application to the City for funds to support other initiatives such as group marketing initiatives. Any such application shall be dealt with by the City Council on its own merits.

### Provision of Information to the City

2. (1) The Bureau shall submit to the City before December 1<sup>st</sup> of each year a detailed operating and capital budget for the coming year in a format acceptable to the City.
- (2) The Bureau shall maintain accounting records in a form satisfactory to the City to confirm the extent to which the Agreement has been adhered to. These records shall, at all times, be available to the City. Before January 31<sup>st</sup> in each year, the Bureau shall provide the City with *unaudited financial statements* covering the preceding year.
- (3) Before April 15<sup>th</sup> in each year, the Bureau shall submit to the City audited financial statements for the preceding year.
- (4) (a) The City shall have the right to audit the extent to which the Agreement has been met, at any time, in order that the City may determine the extent to which the money paid by the City pursuant to this Agreement has been managed with regard to economy, efficiency and effectiveness and the protection of resources.  
  
(b) The Bureau acknowledges that, subject to the provisions of *The Local Authority Freedom of Information and Protection of Privacy Act*, and information received by the City pursuant to section 2 of this Agreement shall be a public document.
- (5) The Bureau shall provide the City with a copy of its annual report indicating the results achieved and the Destination Management Services performed demonstrating results that have been achieved from the money invested. The report shall include a summary of the Bureau's annual goals and objectives.
- (6) The Bureau shall also provide the City with such other reports and information as may be required by the City.



### **Appointment to the Bureau**

3. City Council shall appoint two members of the 15-member board of the Bureau.

### **Independence of the City and Bureau**

4. The parties acknowledge and agree that the Bureau is a separate corporation, not affiliated with the City and that the City is not responsible for any debts or obligations incurred by the Bureau.

### **Participation of Other Organizations**

5. Organizations and individuals in the City shall be entitled to participate in the Bureau's programs such as purchasing advertizing space in the Bureau's publications. The Bureau may, for services rendered, charge a different fee to non-members from that charged to members.

### **Assignment**

6. This Agreement shall not be assigned.

### **Default**

7. If the Bureau should default in the performance of any of the provisions herein contained or should make an assignment for the benefit of creditors or become bankrupt or insolvent, this Agreement shall, at the option of the City, be terminated by the City giving notice to that effect to the Bureau. Where such termination occurs, all the assets owned by the Bureau shall become the property of the City unless the City disclaims such an interest.

**Term or Termination**

8. (1) Either party may terminate this Agreement by giving to the other party written notice six months prior to the Bureau's fiscal year end.
- (2) The term of this Agreement shall be five years from January 1, 2012 to December 31, 2017.

Signed by The City of Saskatoon this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

**The City of Saskatoon**

\_\_\_\_\_  
Mayor

c/s

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

Signed by Saskatoon Visitor & Convention Bureau Inc. this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

**Saskatoon Visitor & Convention Bureau Inc.**

\_\_\_\_\_

c/s

\_\_\_\_\_

### Affidavit Verifying Corporate Signing Authority

Canada )  
 Province of Saskatchewan )  
 To Wit: )

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

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

Sworn before me at the City of )  
 Saskatoon, in the Province of )  
 Saskatchewan, this \_\_\_\_\_ day of )  
 \_\_\_\_\_, \_\_\_\_\_ )  
 \_\_\_\_\_ )  
 A Commissioner for Oaths in and for )  
 the Province of Saskatchewan. )  
 My Commission expires )  
 \_\_\_\_\_ )  
 (or) Being a Solicitor. )

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

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 G. Penner  
Councillor A. Iwanchuk  
Ms. N. Johnson  
Ms. L. Hartney  
Ms. P. Kotasek

**1. Addition of Names to the Names Master List**  
**File No.: PL 4001-5 and CK 6310-1**

- RECOMMENDATION:**
- 1) that the names “Lions,” “Akhtar,” “Kensington,” “McCrary,” and “Marlatte” be added to the Names Master List;
  - 2) that the name “Holmwood” be added to the Names Master List and that it be applied to the Suburban Development Area and the Sector currently referred to as the “East Sector”;
  - 3) that the name “11<sup>th</sup> Street West Bypass” be applied to the new 11<sup>th</sup> Street West realignment roadway;
  - 4) that the name “Jasper Avenue South” be applied to the southern portion of Jasper Avenue; and
  - 5) that the names “Rosewood Drive,” “Rosewood Boulevard East,” and “Rosewood Gate South,” be applied to streets in the Rosewood neighbourhood.

According to the Naming of Civic Property and Development Areas Policy No. C09-008, all renaming requests must be reviewed by the Naming Advisory Committee (Committee) and approved by City Council.

a) **General Naming Request:**

- i. **“Lions”** - The Lions Club – The Lions Club of Saskatoon has raised approximately \$1 million for hospital equipment and started the Lions Eye Bank of Saskatchewan. The Lions Club has provided funding for the Lions Skate Park and Lions Pavilion at the Forestry Farm Park and Zoo. Other fundraising and volunteer initiatives they are involved in include the School Sight Program, Lions Wilderness Camp, Saskatoon Lions Speed Skating Club, Lions International Youth Camp, and an annual Christmas party for the blind and visually impaired.
- ii. **“Akhtar”** – Shakeel Akhtar – Mr. Akhtar has been a board member for Saskatoon Folkfest, and is currently a board member/treasurer for the Parkinson Society of Saskatchewan. He has been involved with various groups, councils, and committees, including the City of Saskatoon’s (City) Cultural Diversity and Race Relations Committee for 11 years. He was the recipient of the Saskatchewan Volunteer Medal (2005), Centennial Medal (2006), and the Volunteer Recognition Award from the City (2001 and 2011).
- iii. **“Kensington”** – The Land Branch is in the process of developing the neighbourhood of Kensington, which will be the first of five neighbourhoods located within the Blairmore Suburban Development Area. In recent neighbourhoods, it has been standard practice to apply the neighbourhood name to major arterial roadways located within the neighbourhood. The Land Branch is requesting that the name “Kensington” be re-added to the Names Master List, so it can be applied to one or two major arterial roadways once they are built.
- iv. **“McCrory”** – Jim McCrory – Mr. McCrory was a well-known local broadcasting figure, as weatherman on CTV Saskatoon for many years. He was a volunteer board member for the Saskatoon City Hospital for six years, and a board member of the CJWW Denny Carr’s Secret Santa Foundation. He was a member of the Military Museums of Saskatchewan Committee, Veterans Memorial Committee of Saskatoon’s Woodlawn Cemetery, and worked with Ducks Unlimited for over 30 years.
- v. **“Marlatte”** – Clarence Marlatte - Mr. Marlatte spent four years in the Royal Canadian Naval Volunteer Reserve. He was a Stoker Petty Officer on three ships

during the Second World War, working mostly in the bottom of ships where falling asbestos from pipes was not uncommon. As a result of his Naval Reserve service, he was posthumously awarded the Memorial Cross. Mr. Marlatte worked as a fire fighter for 33 years and received an award for exemplary service. Mr. Marlatte was a Saskatoon Citizen of the Year nominee.

**a) Specific Naming Requests:**

- i. **“Holmwood”** – The Planning and Development Branch is currently developing a sector plan for land at the City’s eastern edge in what is known as the “East Sector.” The current name for the sector, and the corresponding “East Suburban Development Area,” are interim names, pending approval of a permanent name for the area.

The East Sector is approximately 7,000 acres of land located on the east of the city and is bounded on the northwest by the neighbourhoods of Evergreen, Willowgrove, and Arbor Creek, and on the southwest by the Canadian Pacific Rail line and the neighbourhoods of College Park East, Briarwood, and Rosewood. The eastern and south-eastern boundaries of the sector are defined by the alignment of the proposed perimeter highway. The northern boundary is Township Road 372, which is an extension of Agra Road.

The East Sector will include approximately nine neighbourhoods, a suburban centre, and a business park. Some key themes of the sector include preserving/integrating natural areas (primarily wetlands) through education and trail networks, creating “complete streets and communities” by accommodating a wide range of transportation options, and facilitating economic and employment development within the sector (mitigating additional transportation demand on the city-wide system). Subject to City Council approval of the East Sector Plan and subsequent adoption of a Neighbourhood Concept Plan for the first neighbourhood(s) in the area, the first lots in the East Sector could be sold as soon as 2014.

The Planning and Development Branch put forward a collection of potential names for this sector and suburban development area, they are as follows:

**“East Meadows”** descriptive of the geographical location of the sector and the predominantly “meadow-like”

environment featuring agricultural lands, some grassland, and relatively few trees other than scrub brush. Also, the developer of phase one suggested this name.

- “Grasslands”** descriptive of the predominant surface cover in the sector, both in agriculture areas and in areas where more naturalized vegetation occurs.
- “Grasswater”** descriptive of the significant proportion (approximately 8 percent) of the area that is wetlands or ecologically relevant to wetlands.
- “Grassmoor”** descriptive of the significant wetland area within the sector. “Moore” is a historically used term for a marsh or fen.
- “College Gardens”** descriptive of the use of the word “college” in the area (e.g. College Drive and the College Park neighbourhoods) and “gardens” would reflect the University of Saskatchewan’s agricultural research plots, which make up 20 percent of the sector. The name “University Gardens” was also used on the 1913 Greater Saskatoon Plan by Yorath for a future neighbourhood where the existing Briarwood neighbourhood resides today.
- “Anapo”** a Lakota/Dakota Sioux word for “the Dawn” – the first appearance of daylight in the morning or eastern sunrise.
- “Petâpan”** a Cree word for “daylight is incoming” (i.e. daybreak). Similarly, the name “Saskatoon” came from the Cree word “sâskwatôn,” meaning “early berries” referring to the sweet and violet coloured indigenous Saskatoon berry that grows in the area.
- “Glenborough”** descriptive word in relation to a low lying community, which is smaller than a city.

- “Holmwood”** this name was used on the 1913 Greater Saskatoon Plan by Yorath for a future neighbourhood where the existing Wildwood neighbourhood resides today.
- “Eastlake”** descriptive of the large, lake sized wetland centrally located in the sector in which the Suburban Centre will be designed around so it provides an amenity feature for the whole sector.
- “Centennial”** descriptive of this sector symbolizing that the sector will open the next chapter of Saskatoon’s 100 years of growth.
- “Wheatland”** descriptive of the area currently being used as agricultural lands.
- “Pacific Crossing”** descriptive of the use of the word “pacific” in relation to the Canadian Pacific Railway and how the alignment of the rail line has shaped the sector and the east neighbourhoods of Saskatoon; and “crossing” in relation to crossing the rail line or College Drive (Highway No. 5) to access the sector.
- “Harvest Flats”** descriptive of the use of the word “harvest” in relation to the area currently being used as agricultural lands (research and private farming); and “flats” in relation to the area being the low lying lands of the Strawberry Hills.

The Committee considered the collection of potential names and identified “Holmwood” as the preferred option. The Committee’s naming suggestion comes from the 1913 Yorath Plan; Holmwood was for a future neighbourhood where the existing Wildwood neighbourhood resides today.

The Committee is requesting that the name “Holmwood” be added to the Names Master List to be applied to the Sector the Suburban Development Area currently referred to as the East Sector and East Suburban Development Area.



- ii. **“11<sup>th</sup> Street West Bypass”** – As a result of the Circle Drive South project, the City’s Corporate Projects Team has requested that the new 11<sup>th</sup> Street realignment roadway be named. The Committee is recommending that the new roadway alignment be named “11<sup>th</sup> Street West Bypass”. This name was circulated to the various civic departments for comments and there are no concerns with this name being applied to the new roadway.
- iii. **“Jasper Avenue South”** – The Committee is recommending that the existing southern portion of Jasper Avenue be renamed to “Jasper Avenue South” and the northern portion stays as “Jasper Avenue”. Jasper Avenue will be split into two by the Circle Drive South Project sometime in the summer of 2012. The recommendation to rename the southern portion of Jasper Avenue is for the purpose of differentiating between the two sections to avoid issues in way finding and emergency services.
- iv. **“Rosewood Boulevard East, Rosewood Drive, and Rosewood Gate South”** – Boychuk Investments Ltd., one of the developers of the Rosewood neighbourhood, has requested that the name “Rosewood Boulevard East,” “Rosewood Drive,” and “Rosewood Gate South” be applied to roadways in Rosewood.

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 250 entries on the Names Master List. The Planning and Development Branch will notify the applicants of the outcome of City Council’s decision.

Respectfully submitted,

“Donald J. Atchison”  
\_\_\_\_\_  
His Worship Mayor D. Atchison, Chair

His Worship the Mayor and City Council  
The City of Saskatoon

**REPORT**  
**of the**  
**EXECUTIVE COMMITTEE**

Composition of Committee

His Worship Mayor D. Atchison, Chair  
Councillor C. Clark  
Councillor R. Donauer  
Councillor B. Dubois  
Councillor M. Heidt  
Councillor D. Hill  
Councillor A. Iwanchuk  
Councillor M. Loewen  
Councillor P. Lorje  
Councillor T. Paulsen  
Councillor G. Penner

**1. Proposed Adult Services Licensing Bylaw**  
**(File No. CK. 5000-1)**

**RECOMMENDATION:** that City Council consider Bylaw No. 9011.

Attached is a report of the City Solicitor dated February 27, 2012, as well as a copy of proposed Bylaw No. 9011, The Adult Services Licensing Bylaw, 2012.

Your Committee supports the proposed Bylaw, the purpose of which is to regulate and license adult services in Saskatoon, thereby protecting minors and victims of human trafficking from being employed in the industry.

Your Committee also wishes to make it very clear that the Bylaw does not license or legitimize prostitution, and that offences relating to the prostitution trade will continue to be dealt with under the *Criminal Code*.

**2. Parking Infrastructure Upgrade and  
City Card Replacement  
(File No. CK. 6120-3)**

- RECOMMENDATION:**
- 1) that the proposal submitted by Duncan Parking Technologies Inc., for the supply of new parking meter equipment, software and training, as outlined in the following report, in the amount of \$958,249.60 (USD), including G.S.T. and P.S.T., be approved;
  - 2) that the proposal submitted by Trafco Canada Ltd., for the supply of 15 new electronic ticket writers, interface software and training, as outlined in the following report, in the amount of \$49,739.53, including G.S.T. and P.S.T., be approved;
  - 3) that the City enter into an agreement with Verrus Mobile Technologies Inc., for the supply of a pay-by-phone system for a term of three years;
  - 4) that the convenience fee for the use of the pay-by-phone service, at \$0.25 per transaction, be passed along to the user;
  - 5) that the City Solicitor be requested to prepare the necessary agreements for executive by His Worship the Mayor and the City Clerk, under the corporate seal;
  - 6) that the City Solicitor be requested to prepare the necessary amendments to Bylaw 7200, The Traffic Bylaw; and
  - 7) that the Administration report further on the matter of parking ticket charges and early payment options.

Your Committee has considered and supports the attached report of the General Manager, Infrastructure Services Department dated February 21, 2012, regarding the above.

**3. Request for Sole Source Purchase  
Capital Project 1135  
Computer Maintenance Management System Replacement  
(File No. CK. 1100-1)**

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- RECOMMENDATION:**
- 1) that the sole source purchase and integration of computer maintenance management system software, from TMA Systems, at a total cost of \$353,659.63 (USD), including G.S.T. and P.S.T., be approved; and
  - 2) that Purchasing Services be instructed to issue the appropriate Purchase Order.

Your Committee has considered and supports the following report of the General Manager, Infrastructure Services Department dated February 16, 2012:

**“BACKGROUND**

In 1990, one of the City’s goals was to develop a long-term asset management strategy that combined comprehensive maintenance programs with prudent financial practices to ensure facilities remain well kept and useful during their expected life. A comprehensive maintenance program consists of planned preventive maintenance, emergency maintenance, custodial work, utility management and management of a long term reserve fund for the replacement of major building components during the life of a facility.

In 1998, MP2, a computer maintenance management system (CMMS), was purchased to help achieve this goal. The system schedules work, and is able to produce a work order tracking history, along with costs. This software has now become obsolete and must be replaced.

**REPORT**

In 2009, the Facilities Branch began investigating the replacement of MP2 with an Enterprise Asset Management (EAM) software system, and was made aware that the Parks Branch, Saskatoon Light & Power and the Water and Wastewater Treatment Branch were also looking for an EAM system. It was, therefore, determined that a corporate approach was appropriate.

In 2010, the following vendors submitted a Request for Proposal:

- Avantis – Invensys;
- IBM Maximo;
- TMA Systems;
- Infor Global; and
- Pacific Analysis Technology.

From these submissions, a short list, comprised of Avantis - Invensys, IBM Maximo and TMA Systems was identified and invited to participate in a detailed review that focused on their ability to meet identified business requirements, including usability, functionality, integration and the vendor's responses, presentation and understanding of the business needs, as well as total cost of ownership.

The three vendors undertook their detailed presentations and were subsequently ranked, with TMA being ranked third; however, the pricing of the other two vendors was considerably more expensive. The cost of an EAM was found to be prohibitive, and the RFP was cancelled in 2011.

The Facilities Branch and Parks Branch have an urgent need to replace the MP2 software, and hope to be able to purchase a replacement as soon as possible. TMA's proposal included several modules, including key management, a CAD interface, custodial analysis and utility tracking. These modules will enable the Facilities Branch to do more concise reporting.

Utilizing the information received during the RFP selection process that was undertaken in 2010, including the weighted scoring results and vendor compatibility with both the Facilities Branch and Parks Branch business needs, the Administration is recommending that the purchase of the CMMS system be sole sourced to TMA Systems, at a total cost of \$353,659.63 (USD), including G.S.T. and P.S.T.

### **FINANCIAL IMPLICATIONS**

The total cost for the purchase and integration of a computer maintenance management system from TMA Systems is as follows:

|  |                      |
|--|----------------------|
| Computer Maintenance Management System | \$ 321,508.75        |
| G.S.T.                                 | \$ 16,075.44         |
| P.S.T.                                 | <u>\$ 16,075.44</u>  |
| Subtotal                               | \$ 353,659.63        |
| Less G.S.T. Rebate                     | <u>\$ 16,075.44</u>  |
| <b>TOTAL (USD)</b>                     | <b>\$ 337,584.19</b> |

There is sufficient funding within approved Capital Project 1135 – Computer Maintenance System Replacement.

In addition to the cost to purchase the CMMS, ongoing costs for software support and licensing, estimated to be approximately \$28,000 annually, is required. This will be funded from the Operating Budget.

#### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

#### **PUBLIC NOTICE**

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

#### **4. Purchase Additional Land for Land Bank Program University Heights and North East Sector (File No. CK. 4020-1)**

- RECOMMENDATION:**
- 1) that the Real Estate Manager, Corporate Projects, be authorized to purchase approximately 956.33 acres of vacant, future residential land from May and Irma Duh at a purchase price of \$8,708,480;
  - 2) that the City Solicitor be requested to prepare the necessary purchase agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements; and
  - 3) that this purchase be financed by withdrawals from the Property Realized Reserve with an initial deposit of \$1,000 upon acceptance of the agreement, a payment of approximately \$7,207,480 (less adjustments) on the Closing Date, and the balance of \$1,500,000 on March 28, 2013. Legal and administration costs, plus disbursements will also be withdrawn from the Property Realized Reserve.

Your Committee has considered and supports the following report of the General Manager, Community Services Department dated February 23, 2012:

**“REPORT**

The purpose of this report is to gain the approval of City Council to proceed with the purchase of approximately 956.33 acres of land located primarily within the University Heights Suburban Area and the Northeast Sector for future development by the Land Bank. These lands are required to satisfy our future land requirements in this area of the city.

During its December 3, 2007 meeting, City Council approved the revised sector plan for the University Heights Suburban Development Area. This plan identified four new residential neighbourhoods to be developed in the north east corner of Saskatoon (see Attachment 1). In doing so, your Administration noted that these neighbourhoods would be developed over time in a logical sequence following substantial completion of Willowgrove. Since being approved by City Council in 2009, the Evergreen neighbourhood has proven to be a popular choice for new home builders in Saskatoon. All three phases of single family lots have sold out immediately after release. In addition, all multi-family parcels released to date have sold. Servicing of the final phases of development in Evergreen is tentatively scheduled for 2015 with absorption of these lots anticipated to occur over the next two years (2016 and 2017).

With the substantial completion of Evergreen imminent, the Land Branch is now preparing to begin servicing of the next neighbourhood, University Heights 2 (UH2). Preparation of the Concept Plan for this new neighbourhood is well underway and is scheduled to be submitted to City Council for approval in 2014. Once the Concept Plan has been approved, servicing work will be undertaken in order to provide new lots for sale starting in the fall of 2015 or 2016, depending on demand.

During its April 7, 2008 meeting, City Council approved the sale of 159.9 acres of land in UH2 from Anderson Ventures. This acquisition gave the City of Saskatoon (City) a 40 percent share of ownership within the UH2 development area. The proposed land acquisition is comprised of seven parcels of land containing approximately 956.33 acres of future development land. Acquiring the 159.8 acres contained within SW 17-37-4 W3 will give the City a 69 percent majority interest in the UH2 development area. This will provide your Administration with the ability to lead the design process and better control the timing of development on these lands. While the lands within the UH2 development area were the primary objectives of this land purchase, a condition of the vendor required the City to consider other vendor-owned parcels within the immediate vicinity. These additional lands are situated within the North East Swale, or located in close proximity to the perimeter highway alignment.

Acquiring land areas located within the North East Swale are consistent with the City's strategic goal of Environmental Leadership and long-term objectives to improve public access to ecological systems and spaces, and improve and reduce the quality of storm water runoff to the river. Lands located in the vicinity of the perimeter highway have significant land development potential in the future, and are located within the University Heights and north east development growth sectors. For this reason, it is recommended that this land be purchased and placed in the Land Bank for future development.

The City's Real Estate Section has negotiated a Purchase Agreement with the property owner to acquire the land, conditional upon approval by City Council. Land descriptions, and significant terms and conditions of the Offer to Purchase Agreement are as follows:

Property Description

Civic Address: N/A  
Legal Description: NW 17-37-04 W3 Extension 12  
As described on Certificate of Title 94S09982, description 12  
Surface Parcel No. 135917747  
Approximately 79.88 acres;

Civic Address: N/A  
Legal Description: Parcel A, Plan No. 101478821 Extension 15  
As described on Certificate of Title 67S05085, description 15  
Surface Parcel No. 135917770  
Approximately 79.92 acres;

Civic Address: N/A  
Legal Description: SW 20-37-04 W3 Extension 0  
As described on Certificate of Title 94S09980  
Surface Parcel No. 118558187  
Approximately 159.64 acres;

Civic Address: N/A  
Legal Description: SE 20-37-04 W3 Extension 0  
As described on Certificate of Title 01SA19762  
Surface Parcel No. 118558176  
Approximately 159.71 acres;

Civic Address: N/A  
Legal Description: SW 09-37-04 W3 Extension 0  
As described on Certificate of Title 92S07406



Surface Parcel No. 118557782  
Approximately 158.98 acres;

Civic Address: N/A  
Legal Description: SE 25-37-05 W3 Extension 0  
As described on Certificate of Title 01SA19761  
Surface Parcel No. 118975135  
Approximately 159.03 acres; and

Civic Address: N/A  
Legal Description: NE 24-37-05 W3 Extension 0  
As described on Certificate of Title 88S18351  
Surface Parcel No. 118975124  
Approximately 159.17 acres.

#### Purchase Price

The purchase price is \$8,708,480 with an initial deposit of \$1,000, a payment of approximately \$7,207,480 on the Closing Date, and the balance of \$1,500,000 on March 28, 2013.

#### Conditions Precedent

Approval of City Council by March 14, 2012.

#### Closing Date

March 30, 2012.

#### Other Terms

1. Each party shall be responsible for its own legal costs in connection with this transaction.
2. Subsequent to transfer of title the Vendor shall have the right to lease the lands, with the exception of SE 20-37-04, for defined terms ranging from one to five years at a cost of \$1 per year including property taxes. Regarding the SE 20-37-04, the term of the lease shall be 20 years at a rate of \$1 per year, including property taxes. The leases cannot be assigned, transferred, or sublet to anyone other than immediate family of the Vendor.
3. The Vendor is responsible for the payment of utilities, insurance, maintenance of

- the yard and buildings, plus all costs associated with occupancy of the land and buildings.
4. Prior to expiration of the lease, the Vendor has the right to remove, at her expense, all buildings and fixtures from the land including, but not limited to, topsoil, manure, rocks stored in piles on the site, fences, trees, well, and septic equipment.
  5. Upon vacating the property, the Vendor agrees to leave the site in a clean and orderly condition.

#### **POLICY IMPLICATIONS**

There are no policy implications.

#### **FINANCIAL IMPLICATIONS**

It is recommended that the cost of the acquisition and related expenses be charged to the Property Realized Reserve.

#### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental and/or greenhouse gas implications respecting the purchase of this property.

#### **PUBLIC NOTICE**

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

#### **ATTACHMENT**

1. Diagram illustrating proposed acquisition site locations.”
- 
5. **Code of Conduct  
Members of City Council  
(File No. CK. 255-1)**

**RECOMMENDATION:** that the attached Code of Conduct for members of City Council be approved.

Report No. 4-2012  
Executive Committee  
Monday, March 12, 2012  
Page 10

Your Committee is pleased to put forward the attached proposed Code of Conduct for members of City Council. The purpose of the Code of Conduct is to provide standards for members of City Council relating to their roles and obligations, and a procedure for the investigation and enforcement of those standards.

**6. Travel Expenses and Car Allowance  
Members of City Council  
(File No. CK. 1970-1)**

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

Attached are reports detailing the travel expenses of the Mayor and City Councillors. These reports will be posted on the City's website.

Respectfully submitted,

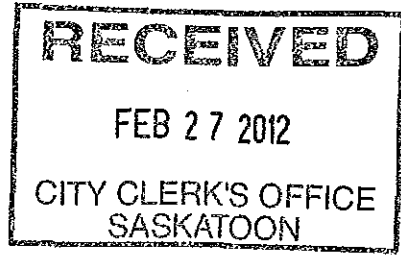
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His Worship Mayor D. Atchison, Chair

5000 /.

**TO:** City Clerk, Executive Committee  
**FROM:** Theresa Dust, Q.C., City Solicitor  
**DATE:** February 27, 2012  
**SUBJECT:** Proposed Adult Services Licensing Bylaw  
**FILE NO:** CK. 150-1

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**RECOMMENDATION:** that the Executive Committee recommend that City Council adopt the proposed Adult Services Licensing Bylaw, 2012.

The purpose of this report is to provide the Committee with a draft Adult Services Licensing Bylaw (the "Bylaw") and to highlight the main provisions of the Bylaw.

**BACKGROUND**

Since 1986, the City has not licensed any dating and escort services; however, the City presently licenses several other forms of adult services including lingerie modelling, striptease dancing, non-therapeutic body rub or massage and non-therapeutic aromatherapy and reflexology. These businesses are licensed under Bylaw No. 8075, The Business License Bylaw, 2002.

At its meeting on December 21, 2011, City Council received a recommendation from the Saskatoon Board of Police Commissioners that an adult services bylaw be enacted. Council resolved that the Chief of Police and the City Solicitor bring forward a draft bylaw to the Executive Committee for consideration.

**REPORT**

We are pleased to submit a draft Bylaw for the Committee's consideration. The balance of this report details the main provisions of the Bylaw.

**1. Purpose**

The purpose of the Bylaw is to regulate and license adult services in Saskatoon, and in so doing, to protect minors and victims of human trafficking from being employed in this industry.

**2. What it is not**

Canada does not criminalize prostitution; however, the *Criminal Code of Canada* makes certain aspects of plying the trade illegal. These include living off the avails of prostitution, keeping a common bawdy-house and communicating in a public place for the purpose of engaging in prostitution.

The Bylaw does not license or legitimize prostitution; rather, it licenses adult services. If a licensee commits a criminal offence, it will be dealt with under the *Criminal Code*. If convicted, the licence will be revoked.

Applicants will be so informed at the time of licensing. There will be no misinformation or misunderstanding on this point.

### 3. **What is an "adult service"**

The definition of an adult service is found in section 2(a) of the Bylaw. It is broadly defined as "any service of an adult nature appealing to or designed to appeal to erotic or sexual appetites or inclinations". In order to remove any doubt as to whether something is included in the stated meaning, the Bylaw also lists several activities considered to be adult services including acting as an escort, companion, guide or date, privately modelling lingerie, privately performing a striptease and privately performing a non-therapeutic body rub or massage.

The expansive definition prevents a person from avoiding the requirements of the Bylaw by simply changing the description of the business or service. The person must be licensed under this Bylaw if the service provided is, by its very nature, an adult service.

### 4. **Who needs a licence**

The Bylaw requires that every person engaged in an adult service must be licensed.

There are three basic categories of licences under the Bylaw. The first category is the adult service business which includes an adult service agency and an independent adult service agency. It is the business that furnishes adult services to the public.

The second category is the adult service performer. This is the person that actually provides the adult service to another person.

The third category is the adult service worker. This is the person that is employed by an adult service business in some capacity other than as an adult service performer, such as a receptionist or driver.

## 5. How to get a licence

An applicant for an adult service licence of any kind must apply to the City on the prescribed form. The applicant must provide information and proof of his or her age and identity. The applicant must provide proof of his or her citizenship or residency status. The applicant must also undergo a criminal record check.

## 6. Who is disqualified from getting a licence

The City may refuse a licence on any one of several grounds. Perhaps the most important one is age. If the applicant is less than 18 years of age, the licence will be refused.

A licence may be refused if the applicant has committed a specified criminal offence within two years prior to the application date. A licence will also be refused if the applicant has an outstanding warrant for arrest or committal under the *Criminal Code*.

A licence will also be refused if the adult service business proposes to locate in an inappropriate zoning district.

## 7. What fees are payable

Licence fees must not, by statute, exceed the cost to the City for administering and regulating the activity for which the licence is required and enforcing payment of the licence fee. The fees under this Bylaw are a genuine pre-estimate of the cost the City expects to incur. They are similar to the licence fee the City imposes for pawn shops. It is expected that the fees will be reviewed annually to determine if they are appropriate.

## 8. Grounds for suspending or revoking a licence

A licence may be suspended or revoked for several reasons under the Bylaw. Primarily, a licence may be suspended or revoked, if a licensee fails to comply with the requirements of the Bylaw, or gives false or misleading information or is convicted of a specified criminal offence.

In the event of a licence suspension or revocation, the City will provide the licensee with written notice setting forth the complaint, the grounds for suspension or revocation and notifying the licensee of the right to appeal the decision. If the City cancels a licence, the fee paid for the licence is forfeited.

## 9. **The right of appeal**

In the event of a refusal, suspension or revocation of a licence, the aggrieved party may appeal to the Saskatoon Licence Appeal Board.

This Board will be established by separate bylaw, and will hear all licence appeals arising from various City bylaws.

## 10. **Who administers and enforces the Bylaw**

The administration and enforcement of the Bylaw is delegated to the General Manager, Community Services Department, as the Bylaw is essentially a business licensing bylaw. In turn, the General Manager, Community Services Department, may further delegate the duties and responsibilities under the Bylaw to other employees of the City and to the Saskatoon Police Service ("SPS").

It is anticipated that SPS will play an important role in screening applicants for licences, and in the enforcement of the Bylaw.

Enforcement will include periodic inspections, and will likely be carried out by SPS.

## 11. **What are the land-use issues**

From a land-use perspective, it is important to consider where an adult service business should be located. A rational separation of conflicting uses is desirable.

The Administration is presently weighing a recommendation that an adult service business be considered a valid home-based business, provided it is operated on an out-call basis only; that is to say, the adult service would be provided at the premises of the customer only. No service would be provided in a residential district. The business would also have to comply with all development standards for home-based businesses in the City's Zoning Bylaw. Such a recommendation would address the relevant land-use issues such as traffic, noise and parking.

However, Council will have the final say on where adult service businesses will be permitted to locate. An amendment to the Zoning Bylaw is required, and can only proceed after a public hearing on the matter. The proposed Bylaw does not address the zoning issues. It simply states that a licensee must comply with the relevant zoning provisions established for this type of business.

The Administration will be bringing forth the appropriate amendment to the Zoning Bylaw for Council's consideration in due course.

## 12. How will the Bylaw be enforced

Inspections under the Bylaw will be carried out by SPS.

Violators will be prosecuted under the Bylaw, and will be required to attend in court to answer the charges. Voluntary payments to avoid prosecution will not be permitted.

The fine structure is designed to act as a deterrent to those who would contravene the Bylaw. Minimum penalties are higher than the cost of licensing, thus encouraging a person to get a licence rather than operate without a licence. Fines double for second or subsequent offences.

If a person is found guilty of an offence under the Bylaw, the court may, in addition to imposing a fine, suspend that person's licence for a term of not more than three months.

## 13. What will happen with existing licences

Existing licences will remain in force until they expire. Upon renewal, the applicant will be licensed under the Bylaw.

Any new applications will be dealt with under the proposed Bylaw.

## 14. When will the Bylaw come into force

It is recommended that the Bylaw come into force on July 1, 2012. The delay in implementation will allow the Administration time to set up the licensing processes and to contact all existing licence holders about the requirements of the proposed Bylaw.

It will also permit Council to deal with the zoning issues.

## CONCLUSION

Adult businesses exist in our community today. They are legal businesses. However, they are virtually unregulated at this time. The Bylaw takes a common sense approach to the issue. It licenses everyone involved in the adult services industry, and ensures that minors and persons subjected to human trafficking are not employed in this industry.



**PUBLIC NOTICE**

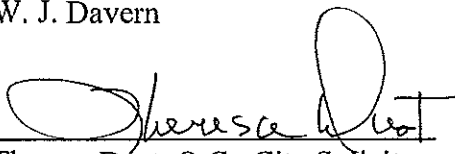
Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**ATTACHMENT**

1. Draft of The Adult Services Licensing Bylaw, 2012.

Written by: W. J. Davern

Approved by:

  
Theresa Dust, Q.C., City Solicitor  
Dated: February 27, 2012

cc: His Worship the Mayor  
City Manager  
Chief of Police  
General Manager, Community Services Department

## BYLAW NO. 9011

### The Adult Services Licensing Bylaw, 2012

Whereas under the provisions of clause 8(1)(b) of *The Cities Act*, S.S. 2002, c. C-11.1, a city has the general power to pass any bylaws that it considers expedient in relation to the safety, health and welfare of people and the protection of people and property;

And whereas under the provisions of clause 8(1)(h) of *The Cities Act*, a city has the general power to pass any bylaws that it considers expedient in relation to businesses, business activities and persons engaged in business;

And whereas under the provisions of subsection 8(3) of *The Cities Act*, the power to pass bylaws includes the power to:

- regulate or prohibit;
- provide for a system of licences, inspections, permits or approvals;
- establish fees for the licence;
- prohibit any business until a licence has been granted or an inspection performed;
- impose terms and conditions on any licence;
- impose conditions that must be met before a licence is granted or renewed;
- provide for the duration of licences and their suspension or cancellation for failure to comply with a term or condition of the bylaw or for any other reason specified in the bylaw; and
- provide for an appeal, the body that is to decide the appeal and related matters;

And whereas The City of Saskatoon desires to pass a bylaw to license persons engaged in the business of supplying adult services;

Now therefore The City of Saskatoon enacts:

#### Short Title

1. This Bylaw may be cited as The Adult Services Licensing Bylaw, 2012.

## Definitions

2. In this Bylaw,

- (a) "adult service" means any service of an adult nature appealing to or designed to appeal to erotic or sexual appetites or inclinations.

In this definition:

- (i) "service" includes activities, facilities, performances, exhibitions, viewing and encounters; and
- (ii) "services designed to appeal to erotic or sexual appetites or inclinations" includes;
- (A) acting as an escort, companion, guide or date;
- (B) modelling lingerie;
- (C) performing a striptease or similar dance; and
- (D) performing a body rub;
- (b) "adult service agency" means:
- (i) a business which offers to arrange or arranges the supply of adult services;
- (ii) a business which is the registered user of a telephone number or cellular telephone number that is advertised as the number to telephone to receive an adult service;
- (iii) a business which pays for, places or arranges an advertisement in any media offering to supply an adult service; or
- (iv) a business which operates an internet website promoting an adult service business or offering to supply an adult service;
- (c) "adult service performer" means a person who is employed by, affiliated with or contracted by an adult service agency to perform an adult service on behalf of the agency;
- (d) "adult service worker" means a person who is employed by an adult service agency in a capacity other than as an adult service performer;

- (e) “alternative medical treatment” means a healing practice intended to improve the health and well-being of the person receiving the treatment, that does not fall within the realm of conventional medicine, provided it is given by a person with demonstrated qualifications, and includes:
  - (i) acupuncture and other traditional Chinese medicine;
  - (ii) aromatherapy;
  - (iii) chiropractic manipulation;
  - (iv) reflexology; and
  - (v) Reiki;but does not include:
  - (vi) a body-rub as defined in this Bylaw;
- (f) “body-rub” includes the kneading, manipulating, rubbing, massaging, touching, or stimulating, by any means, of a person’s body or part thereof but does not include:
  - (i) medical or therapeutic treatment given by a person with demonstrated qualifications to perform the treatment; or
  - (ii) alternative medical treatment given by a person with demonstrated qualifications to perform the treatment;
- (g) “business” means a business within the meaning of *The Cities Act*;
- (h) “City” means The City of Saskatoon;
- (i) “independent adult service agency” means any adult service business which is owned, operated and serviced by one adult service performer;
- (j) “out-call” means attending at the premises of the customer to provide services;
- (k) “person” means an individual, proprietorship, partnership, corporation, association, or other legal entity;

- (l) "specified criminal activity" means any of the offences listed in Schedule "A" for which less than two years have elapsed since the date of conviction or the date of release from confinement imposed for the conviction, whichever is the later date; and
- (m) "transient adult service performer" means an adult service performer that does not reside or maintain a place of business in the City.

### **Licence Required**

- 3. (1) No person shall carry on the business of an adult service agency, an independent adult service agency, an adult service performer, a transient adult service performer, or an adult service worker without having a valid and subsisting licence pursuant to the provisions of this Bylaw.
- (2) If the owner of a licensed adult service agency personally performs an adult service on behalf of the agency, in addition to the licence for the agency, the owner must hold a valid adult service performer licence.

### **Licensing Requirements – Adult Service Agency**

- 4. (1) Before any person may operate an adult service agency, a written application must be made to the City for an adult service agency licence.
- (2) An adult service agency licence may not be issued to:
  - (a) an individual under the age of 18 years;
  - (b) a partnership with any partner under the age of 18 years; or
  - (c) a corporation with any director or officer under the age of 18 years.
- (3) Every application for the issue or renewal of an adult service agency licence must be in a form prescribed by the City and must contain at least the following information regarding the applicant:
  - (a) if the applicant is an individual:
    - (i) family name and all given names;
    - (ii) date of birth;
    - (iii) current address and telephone number;

- (iv) acceptable written proof of the applicant's identity and age (e.g. Canadian citizenship card, Canadian or foreign passport, or driver's licence). The identification must:
  - (A) include a photograph;
  - (B) be government issued;
  - (C) be original, not a copy of the document;
  - (D) indicate a unique identification number; and
  - (E) be valid (i.e., current). An expired licence or passport is not acceptable.
- (v) written proof of the applicant's Canadian citizenship or residency status; and
- (vi) a criminal record check;
- (b) if the applicant is a partnership:
  - (i) the family name and all given names for each partner;
  - (ii) the date of birth for each partner;
  - (iii) the current address and telephone number for each partner;
  - (iv) acceptable written proof of each partner's identity and age (e.g. Canadian citizenship card, Canadian or foreign passport, or driver's licence). The identification must:
    - (A) include a photograph;
    - (B) be government issued;
    - (C) be original, not a copy of the document;
    - (D) indicate a unique identification number; and
    - (E) be valid (i.e., current). An expired licence or passport is not acceptable;

- (v) written proof of Canadian citizenship or residency status for each partner; and
  - (vi) a criminal record check for each partner;
- (c) if the applicant is a corporation:
- (i) the legal name of the corporation;
  - (ii) the corporate entity number;
  - (iii) the family name, all given names and the date of birth for each director;
  - (iv) the family name, all given names and the date of birth for each officer;
  - (v) acceptable written proof of the principal managing employee's identity and age (e.g. Canadian citizenship card, Canadian or foreign passport, or driver's licence). The identification must:
    - (A) include a photograph;
    - (B) be government issued;
    - (C) be original, not a copy of the document;
    - (D) indicate a unique identification number; and
    - (E) be valid (i.e., current). An expired licence or passport is not acceptable;
  - (v) written proof of Canadian citizenship or residency status for the principal managing employee; and
  - (vi) a criminal record check for the principal managing employee;
- (d) for all applicants:
- (i) the complete legal name and current licence number of each adult service performer working for the adult service agency whether by direct employment, independent contract, or otherwise;
  - (ii) the complete legal name and current licence number of each adult service worker working for the adult service agency whether by direct employment, independent contract or otherwise;

- (iii) the business address of the agency;
  - (iv) the business telephone numbers used by the agency including, but not limited to, cellular telephones, digital telephones, pagers and facsimile lines;
  - (v) all names used by the agency;
  - (vi) all electronic mail addresses used by the agency; and
  - (vii) all internet computer addresses used by the agency.
- (4) Every application for the issue or renewal of an adult service agency must be personally signed by:
- (a) the individual named in the application;
  - (b) each partner named in the application; or
  - (c) each director of a corporation named in the application,
- as the case may be.

#### **Licensing Requirements – Independent Adult Service Agency**

5. (1) Before any person may operate an independent adult service agency, a written application must be made to the City for an independent adult service agency licence.
- (2) An independent adult service agency licence may not be issued to:
- (a) an individual under the age of 18 years;
  - (b) a partnership; or
  - (c) a corporation with any shareholder, director or officer under the age of 18 years.
- (3) An independent adult service agency licence may only be issued to an individual if that individual is the only person performing adult services on behalf of that agency.
- (4) An independent adult service agency licence may only be issued to a corporation if the only person performing adult services on behalf of that agency is the sole shareholder, director and officer of that corporation.



- (5) Every application for the issue or renewal of an independent adult service agency licence must be in a form prescribed by the City and must contain at least the following information regarding the applicant:
- (a) if the applicant is an individual:
    - (i) family name and all given names;
    - (ii) date of birth;
    - (iii) current address and telephone number;
    - (iv) acceptable written proof of the applicant's identity and age (e.g. Canadian citizenship card, Canadian or foreign passport, or driver's licence). The identification must:
      - (A) include a photograph;
      - (B) be government issued;
      - (C) be original, not a copy of the document;
      - (D) indicate a unique identification number; and
      - (E) be valid (i.e., current). An expired licence or passport is not acceptable;
    - (v) written proof of Canadian citizenship or residency status; and
    - (vi) a criminal record check;
  - (b) if the applicant is a corporation:
    - (i) the legal name of the corporation;
    - (ii) the corporate entity number;
    - (iii) the family name, all given names and the date of birth for the sole shareholder, director and officer;
    - (iv) acceptable written proof of the identity and age of the sole shareholder, director and officer (e.g. Canadian citizenship card, Canadian or foreign passport, or driver's licence). The identification must:

- (A) include a photograph;
  - (B) be government issued;
  - (C) be original, not a copy of the document;
  - (D) indicate a unique identification number; and
  - (E) be valid (i.e., current). An expired licence or passport is not acceptable;
- (v) written proof of Canadian citizenship or residency status of the sole shareholder, director and officer; and
  - (vi) a criminal record check of the sole shareholder, director and officer;
- (c) for all applicants:
    - (i) the complete legal name and current licence number of each adult service worker working for the independent adult service agency whether by direct employment, independent contract, or otherwise;
    - (ii) the business address of the agency;
    - (iii) the business telephone numbers used by the agency including, but not limited to, cellular telephones, digital telephones, pagers and facsimile lines;
    - (iv) all names used by the agency;
    - (v) all electronic mail addresses used by the agency; and
    - (vi) all internet computer addresses used by the agency.
- (4) Every application for the issue or renewal of an independent adult service agency must be personally signed by:
    - (a) the individual named in the application; or
    - (b) the sole shareholder, director and officer of the corporation,as the case may be.

### Licensing Requirements – Adult Service Performer

6. (1) Before any person may carry on business as an adult service performer, a written application must be made to the City for an adult service performer licence.
- (2) An adult service performer licence may not be issued to:
  - (a) an individual under the age of 18 years; or
  - (b) a partnership or a corporation.
- (3) Every application for the issue or renewal of an adult service performer licence must be in a form prescribed by the City and must contain at least the following information regarding the applicant:
  - (a) family name and all given names;
  - (b) date of birth;
  - (c) current address and telephone number;
  - (d) acceptable written proof of the applicant's identity and age (e.g. Canadian citizenship card, Canadian or foreign passport, or driver's licence). The identification must:
    - (i) include a photograph;
    - (ii) be government issued;
    - (iii) be original, not a copy of the document;
    - (iv) indicate a unique identification number; and
    - (v) be valid (i.e., current). An expired licence or passport is not acceptable;
  - (e) written proof of Canadian citizenship or residency status;
  - (f) a criminal record check;
  - (g) nicknames, aliases and other names used by the applicant; and
  - (h) agency for whom the applicant works, whether by direct employment, independent contract, or otherwise.

- (4) Every application for the issue or renewal of an adult service performer must be personally signed by the individual named in the application.

#### **Licensing Requirements - Transient Adult Service Performer**

7. (1) Before any person may carry on business as a transient adult service performer, a written application must be made to the City for a transient adult service performer licence.
- (2) A transient adult service performer licence may not be issued to:
  - (a) an individual under the age of 18 years; or
  - (b) a partnership or a corporation.
- (3) Every application for the issue or renewal of a transient adult service performer licence must be in a form prescribed by the City and must contain at least the following information regarding the applicant:
  - (a) family name and all given names;
  - (b) date of birth;
  - (c) current address and telephone number;
  - (d) acceptable written proof of the applicant's identity and age (e.g. Canadian citizenship card, Canadian or foreign passport, or driver's licence). The identification must:
    - (i) include a photograph;
    - (ii) be government issued;
    - (iii) be original, not a copy of the document;
    - (iv) indicate a unique identification number; and
    - (v) be valid (i.e., current). An expired licence or passport is not acceptable;
  - (e) written proof of Canadian citizenship or residency status;
  - (f) a criminal record check;
  - (g) nicknames, aliases and other names used by the applicant; and

- (h) anticipated length of time working in the city of Saskatoon.
- (4) Every application for the issue or renewal of a transient adult service performer must be personally signed by the individual named in the application.

#### Licensing Requirements – Adult Service Worker

- 8. (1) Before any person may work as an adult service worker, a written application must be made to the City for an adult service worker licence.
- (2) An adult service worker licence may not be issued to:
  - (a) an individual under the age of 18 years; or
  - (b) a partnership or a corporation.
- (3) Every application for the issue or renewal of an adult service worker licence must be in a form prescribed by the City and must contain at least the following information regarding the applicant:
  - (a) family name and all given names;
  - (b) date of birth;
  - (c) current address and telephone number;
  - (d) acceptable written proof of the applicant's identity and age (e.g. Canadian citizenship card, Canadian or foreign passport, or driver's licence). The identification must:
    - (i) include a photograph;
    - (ii) be government issued;
    - (iii) be original, not a copy of the document;
    - (iv) indicate a unique identification number; and
    - (v) be valid (i.e., current). An expired licence or passport is not acceptable;
  - (e) written proof of Canadian citizenship or residency status;
  - (f) a criminal record check;

- (g) nicknames, aliases and other names used by the applicant; and
  - (h) adult service business for whom the applicant works, whether by direct employment, independent contract, or otherwise.
- (4) Every application for the issue or renewal of an adult service worker licence must be personally signed by the individual named in the application.

#### Issuance of Licence

9. (1) Upon the filing of a completed application for a licence pursuant to this Bylaw, the City shall, within 21 days after the receipt of the application, either issue a licence, with or without conditions, or issue a written notice of intent to deny a licence, to the applicant.
- (2) The City shall approve the issuance of a licence unless one or more of the following is found to be true:
- (a) the applicant is less than 18 years of age;
  - (b) the applicant is delinquent in the payment to the City of taxes, fees, fines, or penalties assessed against or imposed upon the applicant in relation to an adult service business;
  - (c) the applicant has failed to provide information as required by sections 4, 5, 6, 7 or 8 for the issuance of the licence;
  - (d) the applicant has been convicted of a specified criminal activity. The fact that a conviction is being appealed shall have no effect under this clause. For the purpose of this Bylaw, "conviction" means a conviction or a guilty plea; and includes a conviction of any business entity for which the applicant had, at the time of the offence leading to the conviction for a specified criminal activity, a management responsibility or a controlling interest;
  - (e) the applicant has an outstanding warrant for arrest or committal under the *Criminal Code*, R.S.C. 1985, c. C-46, from any jurisdiction in Canada.
  - (f) the licence application fee required by this Bylaw has not been paid;

- (g) the applicant has falsely answered a question or request for information on the application form; or
  - (h) the proposed adult service business is located in a zoning district other than a district in which adult service businesses are allowed to operate under the Zoning Bylaw, or is not in compliance with the location restrictions established for adult service businesses in the appropriate zoning districts.
- (3) An applicant that is ineligible for a licence because of a conviction for specified criminal activity may qualify for a licence only when the applicable time period specified in subsection 2(1) has elapsed.
- (4) The licence, if granted, shall state on its face the name of the person or persons to whom it is granted, the number of the licence issued to that applicant, the expiration date, the conditions, if any, attaching to the licence and, if the licence is for an adult service agency, the address of the business. The adult service agency licence shall be posted in a conspicuous place at or near the entrance to the adult service agency so that it may be easily read at any time.
- (5) In addition to the requirements under subsection (4), a licence for an independent adult service agency, an adult service performer, a transient adult service performer or an adult service worker shall contain a photograph of the licensee. The licensee shall keep the licence on his or her person or on the premises where the licensee is then working, and shall produce such licence for inspection upon request by a police officer or other authorized City official.

### **Conditions Attaching to Licence**

10. (1) The City may impose any additional terms and conditions on a licence issued pursuant to this Bylaw that are consistent with the intent of the Bylaw where the City is satisfied that:
- (a) it is necessary to ensure compliance with any duties imposed on the licensee pursuant to this Bylaw;
  - (b) it is necessary to ensure the integrity of the licensing scheme in the Bylaw; and
  - (c) it is appropriate and in the public interest to do so.
- (2) Every licensee shall comply with the terms, conditions and restrictions to which the licence is subject.

**No Further Licensing Required**

11. A licence issued pursuant to this Bylaw shall be a valid business licence, and licensing under any other City bylaw shall not be required.

**Fees**

12. (1) An applicant for an adult service agency licence, an independent adult service agency licence, an adult service performer licence, a transient adult service performer or an adult service worker licence shall, upon filing the application, pay the initial licence fee prescribed in Schedule "B".
- (2) A licensee who wishes to renew a licence shall, upon filing an application for renewal of a licence, pay the annual licence renewal fee prescribed in Schedule "B".
- (3) If the initial licence or annual licence renewal is refused, the fee paid pursuant to subsections (1) and (2) shall be returned to the applicant.
- (4) Except as provided in subsection (3), the initial licence fee and annual licence renewal fee are non-refundable. If a licence is suspended or revoked, no licence fee or part thereof is refundable to a licensee.

**Expiration of Licence**

13. (1) Each licence shall expire one year from the date of issuance and may be renewed, provided an application for renewal of a licence and annual licence renewal fees are received by the City no later than the expiration date of the current licence. An application received after that date shall be processed as a new application and the initial licence fees shall apply.
- (2) An application for renewal of a licence must include all the same information required for an initial licence pursuant to sections 4, 5, 6, 7 or 8, depending upon the type of licence applied for.
- (3) Upon receiving an application for renewal of a licence and determining that the applicant is in full compliance with the provisions of this Bylaw, the City shall issue a new licence, with or without conditions.
- (4) If the City denies renewal of a licence, the applicant shall not be issued a licence for one year from the date of denial. If, subsequent to the denial, the City finds that the basis for the denial has been corrected or abated, the applicant shall be granted a licence if at least three months have elapsed since the date that the denial became final.



### Suspension and Revocation of Licence

14. (1) Any licence issued under this Bylaw may be suspended or cancelled for any of the following reasons:
  - (a) a licensee or an employee of a licensee has violated or failed to comply with any provision of this Bylaw;
  - (b) a licensee or an employee of a licensee has violated or failed to comply with any condition of the licence;
  - (c) a licensee or an employee of a licensee has refused to allow an inspection of the adult service agency premises as authorized by this Bylaw;
  - (d) a licensee has given false or misleading information in the material contained in the application for the licence; or
  - (e) a licensee has been convicted of a specified criminal activity during the term of the licence. The fact that a conviction is being appealed shall have no effect on the revocation of the licence.
- (2) The City shall provide written notice of the suspension or cancellation in a brief statement setting forth the complaint, the grounds for suspension or revocation and notifying the licensee of the right to appeal. Such notice shall be given or served on the licensee in accordance with section 347 of *The Cities Act*.
- (3) If the City cancels a licence, the fee paid for the licence shall be forfeited. A person whose licence has been cancelled under this section may not apply for a new licence for a period of one year from the date that the cancellation took place.
- (4) The power to suspend or cancel a licence pursuant to this section is in addition to the penalties contained in section 23. The City may suspend or cancel a licence whether or not a licensee has been charged or convicted of an offence under this Bylaw.

### Additional Regulations re Minors

15. (1) No adult service agency shall employ or contract with any person under the age of 18 years in any capacity whatsoever.
- (2) No adult service agency, independent adult service agency, adult service performer or transient adult service performer shall furnish or offer to furnish any services to any person under the age of 18 years.

- (3) No adult service agency or independent adult service agency shall allow a person under the age of 18 years on the premises of the agency.

#### **Adult Service as Home Based Business**

16. If an adult service agency or an independent adult service agency is permitted to carry on business as a home based business in the City, the agency may do so provided:
  - (a) the adult service is supplied on an out-call basis only; and
  - (b) the business complies with all development standards for home based businesses in the Zoning Bylaw.

#### **List of Employees**

17. (1) An adult service agency shall maintain, at all times, a current list of all employees. The list shall contain:
  - (a) the complete legal name and current licence number of each adult service performer working for the adult service agency whether by direct employment, independent contract, or otherwise; and
  - (b) the complete legal name and current licence number of each adult service worker working for the adult service agency whether by direct employment, independent contract or otherwise;
- (2) An independent adult service agency shall maintain, at all times, a current list of all adult service workers working for the independent adult service agency whether by direct employment, independent contract or otherwise, which list shall include the complete legal name and current licence number for each adult service worker.
- (3) The lists referred to in subsections (1) and (2) shall be kept current and shall be available for inspection at any time, upon request by a police officer or other authorized City official.

#### **Transfer of Licence**

18. A licence issued pursuant to this Bylaw is not transferable from one licensee to another or in the case of an adult service agency or an independent adult service agency, from one's business premises to another.

### **Exemptions**

19. (1) The provisions of this Bylaw shall not apply to:
  - (a) adult theatres;
  - (b) adult bookstores;
  - (c) adult novelty stores; or
  - (d) adult video stores.
- (2) The businesses referred to in subsection (1) shall be licensed under the applicable business licensing bylaw of the City.

### **Right of Appeal**

20. (1) If the City imposes conditions on a licence, or denies, suspends or cancels a licence, the aggrieved party may appeal the City's decision to the Saskatoon Licence Appeal Board.
- (2) The rules, procedure and time limits for an appeal pursuant to subsection (1) shall be governed by the provisions of The Saskatoon Licence Appeal Board Bylaw, 2012.
- (3) In determining an appeal, the Saskatoon Licence Appeal Board;
  - (a) is bound by the provisions of this Bylaw; and
  - (b) is prohibited from modifying or repealing a decision, or substituting its own decision unless it is satisfied on a balance of probabilities that the City has misapplied the provisions of this Bylaw in the denial, suspension or cancellation of a licence or the imposition of conditions on a licence.

### **Administration and Enforcement of Bylaw**

21. (1) The administration and enforcement of this Bylaw is hereby delegated to the General Manager, Community Services Department for the City.
- (2) The General Manager, Community Services Department for the City is hereby authorized to further delegate the administration and enforcement of this Bylaw, in whole or in part, to other employees of the City and to the Saskatoon Police Service.

### Inspections

22. (1) The inspection of property by the City to determine if this Bylaw is being complied with is hereby authorized.
- (2) Inspections under this Bylaw shall be carried out in accordance with section 324 of *The Cities Act*.
- (3) No person shall obstruct a person who is authorized to conduct an inspection under this section, or a person who is assisting in the inspection.
- (4) If a person refuses to allow or interferes with an inspection authorized by this section, or if a person fails to respond to a reasonable request for access to a property, the City may apply for a warrant authorizing entry in accordance with section 325 of *The Cities Act*.

### Offences

23. (1) No person shall:
  - (a) fail to comply with any provision of this Bylaw;
  - (b) fail to comply with a term or condition of his or her licence;
  - (c) obstruct or interfere with any person acting under the authority of this Bylaw; or
  - (d) alter or deface a licence issued pursuant to this Bylaw.
- (2) A person who contravenes subsection (1) is guilty of an offence and liable on summary conviction:
  - (a) in the case of a first offence:
    - (i) to a fine of not less than \$250.00 and not more than \$1,000.00 for an individual and not less than \$500.00 and not more than \$2,000.00 for a corporation;
    - (ii) imprisonment for a term of not more than two months; or
    - (iii) both the fine and imprisonment;

- (b) in the case of a second or subsequent offence:
  - (i) to a fine of not less than \$500.00 and not more than \$2,500.00 for an individual and not less than \$1,000.00 and not more than \$5,000.00 for a corporation;
  - (ii) imprisonment for a term of not more than three months; or
  - (iii) both the fine and imprisonment.
- (3) If a person is found guilty of an offence under this Bylaw, the court may, in addition to any other penalty imposed:
  - (a) in the case of a person who holds a licence, suspend the licence for a term of not more than three months; or
  - (b) in the case of a person who did not hold a licence at the time of conviction, order that the person is ineligible to apply for a licence for a term of not more than three months.
- (4) Offences under this Bylaw are designated as offences for which proceedings may be commenced pursuant to Part III of *The Summary Offences Procedure Act, 1990* by the issuance of a summons ticket.
- (5) A person to whom a summons ticket is being issued pursuant to subsection (4) shall, upon request by the person issuing the summons ticket, provide his or her name, address and date of birth. A person who fails to provide this information is guilty of an offence and liable on summary conviction to the penalties set out in subsection (2).

----- **Bylaw to Prevail**

- 24. The provisions of this Bylaw prevail where there is any conflict between any provision of this Bylaw and any other bylaw of the City.

**Consequential Amendments**

25. Bylaw No. 6066, "The License Bylaw" is amended by:

- (a) repealing Sections 70 to 80 inclusive; and
- (b) striking out "Section 73(1) (Massage Parlours).....\$95.00" in Schedule No. 1.

**Coming into Force**

26. This Bylaw comes into force on the \_\_\_\_\_ day of \_\_\_\_\_, 2012.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

\_\_\_\_\_  
Mayor

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

## Schedule "A"

| <b>Offences under the <i>Criminal Code</i></b> |   |             |     |  |                                |
|--|---|-------------|-----|--|--------------------------------|
|  | Offence   | Section     |     | Offence  | Section                        |
| (a)  | Sexual interference                             | s.151       | (l) | Common bawdy-house: keeping                                      | s. 210(1)                      |
| (b)  | Invitation to sexual touching                   | s. 152      | (m) | Common bawdy-house: inmate                                       | s. 210(2)(a)                   |
| (c)  | Sexual exploitation                             | s. 153      | (n) | Common bawdy-house: found in                                     | s. 210(2)(b)                   |
| (d)  | Sexual exploitation of person with a disability | s. 153.1    | (o) | Common bawdy-house: owner  | s. 210(2)(c)                   |
| (e)  | Obscene matter: selling, exposing or exhibiting | s. 163(2)   | (p) | Procuring  | s. 212(1)                      |
| (f)  | Child pornography: printing and publishing      | s. 163.1(2) | (q) | Living on the avails of prostitution                             | s. 212(1)(j)                   |
| (g)  | Child pornography: importing and distributing   | s. 163.1(3) | (r) | Living on the avails of juvenile prostitution and using violence | s. 212(2.1)                    |
| (h)  | Child pornography: possession                   | s. 163.1(4) | (s) | Juvenile prostitution  | s. 212(4)                      |
| (i)  | Parent or guardian procuring sexual activity    | s. 171      | (t) | Prostitution offences  | s. 213(1)                      |
| (j)  | Indecent Acts                                   | s. 173(1)   | (u) | Sexual assault   | s. 271                         |
| (k)  | Exposure to person under age of sixteen years   | s. 173(2)   | (v) | Trafficking in persons   | s. 279.01                      |
|  |   |             | (w) | Criminal organization offences                                   | s. 2, 467.11, 467.12 or 467.13 |

| <b>Offences under the <i>Controlled Drugs and Substances Act</i></b> |   |         |
|--|---|---------|
|  | Offence                                   | Section |
| (a)  | Trafficking                               | s.5(1)  |
| (b)  | Possession for the purpose of trafficking | s. 5(2) |
| (c)  | Importing and exporting                   | s. 6(1) |
| (d)  | Possession for the purpose of exporting   | s. 6(2) |
| (e)  | Production of substance                   | s. 7    |

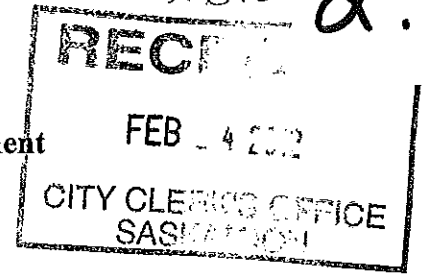
## Schedule "B"

| <b>Fees</b> |   |            |
|-------------|---|------------|
|             | <b>Adult Service Agency Licence</b>   | <b>Fee</b> |
| (a)         | Initial Licence   | \$500.00   |
| (b)         | Annual Licence Renewal  | \$200.00   |
|             |   |            |
|             | <b>Independent Adult Service Agency Licence</b>                                       |            |
| (c)         | Initial Licence   | \$250.00   |
| (d)         | Annual Licence Renewal  | \$100.00   |
|             |   |            |
|             | <b>Adult Service Performer<br/>(i.e. Employed, Affiliated, Contracted, Transient)</b> |            |
| (e)         | Initial Licence   | \$250.00   |
| (f)         | Annual Licence Renewal  | \$100.00   |
|             |   |            |
|             | <b>Adult Service Worker Licence</b>   |            |
| (g)         | Initial Licence   | \$250.00   |
| (h)         | Annual Licence Renewal  | \$100.00   |



TO: Secretary, Executive Committee  
FROM: General Manager, Infrastructure Services Department  
DATE: February 21, 2012  
SUBJECT: Parking Infrastructure Upgrade  
AND  
City Card Replacement  
FILE NO: IS 6120-3

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

- 1) that the proposal submitted by Duncan Parking Technologies Inc., for the supply of new parking meter equipment, software and training, as outlined in the following report, in the amount of \$958,249.60 (USD), including G.S.T. and P.S.T., be approved;
- 2) that the proposal submitted by Trafco Canada Ltd., for the supply of 15 new electronic ticket writers, interface software and training, as outlined in the following report, in the amount of \$49,739.53, including G.S.T. and P.S.T., be approved;
- 3) that the City enter into an agreement with Verrus Mobile Technologies Inc., for the supply of a pay-by-phone system for a term of three years;
- 4) that the convenience fee for the use of the pay-by-phone service, at \$0.25 per transaction, be passed along to the user;
- 5) that the City Solicitor be requested to prepare the necessary agreements for executive by His Worship the Mayor and the City Clerk, under the corporate seal; and
- 6) that the City Solicitor be requested to prepare the necessary amendments to Bylaw 7200, The Traffic Bylaw.

### **BACKGROUND**

City Council, at its meeting held on May 4, 2009, adopted a recommendation of the Planning and Operations Committee that the Administration continue to investigate the feasibility of providing alternate cashless payment options for parking meters, including a City-owned Pay-by-Phone Payment Program to replace the current City Card.

City Council, at its meeting held on August 17, 2011, adopted a recommendation of the Executive Committee that the Administration proceed with Request for Proposals for the modification of parking meter equipment throughout the city.

The last parking meter equipment upgrade occurred in 2001, when the entire single space inventory was converted from mechanical devices to electronic devices. The purpose of the upgrade, at that time, was to address increased maintenance costs and a reduction in parking meter revenue.

The purpose for the current Request for Proposals is to address the following issues:

- Failing parking meter equipment;
- Rising maintenance costs;
- To allow for the replacement of the City Card; and
- To allow for the reintroduction of cell phone parking.

## **REPORT**

The Request for Proposals (RFP) for modifications to parking meter equipment was issued on November 21, 2011, and closed on December 21, 2011. The RFP was divided into three distinct sections:

- Parking Meter Upgrade;
- Electronic Parking Ticketing Devices Upgrade; and
- Pay-By-Phone Parking System.

### **Parking Meter Upgrade**

Seven proposals were received for this section of the RFP, as follows:

- Park Smart;
- Precise ParkLink;
- Impark;
- APARC;
- Cale Systems;
- Duncan Parking Technologies Inc.; and
- Trafco Canada.

A business needs assessment was conducted by the Evaluation Committee, which determined that the priority was to provide customers with a reliable system that offered multiple payment options; would not require a rate increase; and could be obtained at a reasonable cost.

The Committee reviewed the submissions and determined that several options were presented as possible solutions, as indicated in the following table:

|                                      | <b>PARTIAL<br/>CONVERSION:<br/>50 MULTI SPACE<br/>METERS/<br/>2,080 SINGLE<br/>SPACE METERS</b> | <b>FULL<br/>CONVERSION:<br/>200 MULTI SPACE<br/>METERS</b> | <b>FULL<br/>REPLACEMENT:<br/>2,800 SINGLE SPACE<br/>METERS</b> |
|--------------------------------------|---|--|--|
| Smart Card payment                   | YES   | YES  | YES  |
| Cell phone payment                   | YES   | YES  | YES  |
| Credit Card                          | YES   | YES  | NO<br>(available with significant<br>communication costs)      |
| Costs                                | \$1.55million   | \$2.95 – 4.55million                                       | \$850,000  |
| Installation                         | \$300,000   | \$1million   | <\$25,000  |
| Incremental Annual<br>Operating Cost | \$155,000   | \$620,000  | \$0  |

The Evaluation Committee determined that, on a cost benefit basis, the replacement of 2,800 single space meters in the business improvement districts (BIDs) was the superior option. This option addresses the four priorities identified above for the least amount of cost. While it does not provide a credit card payment option (due to the significant cost to have each meter able to communicate), use of new City Cards, as well as the reintroduction of cell phone parking, will be offered as alternative payment methods. The City Cards will be able to be reloaded at City Hall, as well as at reloading stations that will be installed at strategic locations throughout the downtown.

The other options, including the partial and full conversion to multi-space meters, would require a significant amount of capital investment (an incremental \$700,000 to \$3.7 million above the cost of the single space replacement) as well as increased annual operating costs of \$155,000 to \$620,000, which the Committee felt provided no real net value.

In addition to the replacement of existing single space parking meters in the business improvement districts, the on-street multi-space meters currently located in River Landing will be replaced with the same vendor's multi-space meters, in order to ensure continuity of payment options (the ability to pay with coin, cell phone or City Card) throughout the city. The infrastructure is already in place for multi-space meters in River Landing, which will minimize the installation costs. The multi-space meters provide the necessary reporting features for accounting purposes, as parking revenues in this area are segregated and used to help pay for the operation of the River Landing precinct.

Based on the business needs assessment, and using the evaluation criteria provided in the RFP, the Committee determined that Duncan Parking Technologies Inc. is the preferred proponent, at a cost of \$958,249.60 (USD), including G.S.T. and P.S.T.

This initiative is an example of the City of Saskatoon being true to its leadership commitment to provide reliable and responsive service; fiscal responsibility; and innovation and creativity to

meet the dynamic needs and high expectations of our citizens, all contributing to our culture of continuous improvement.

#### Electronic Parking Ticketing Devices Upgrade

The seven vendors listed above, who submitted proposals for the Parking Meter Upgrade, also included an option for the Electronic Parking Ticketing Devices Upgrade section of the RFP.

The Evaluation Committee reviewed the submissions and determined that, although there were several options provided, one proponent, Trafco Canada, was able to offer a reliable solution at a significantly lower cost. This is due to the fact that they are the current service provider and the City currently has a software maintenance agreement with them, which includes software upgrades. Therefore, only a hardware upgrade would be required.

The proposal from Trafco Canada is the preferred choice for the upgrade of 15 electronic parking ticketing devices, including interface software, configuration and testing, at a total price of \$49,739.53, including G.S.T. and P.S.T.

#### Pay-By-Phone Parking System

Eight proposals were received for the Pay-By-Phone Parking System section of the RFP as follows:

- Park Smart;
- Mobile NOW;
- Precise ParkLink;
- Impark;
- APARC;
- Cale Systems;
- Duncan Parking Technologies Inc.; and
- Verrus Mobile Technologies Inc.

The Committee evaluated the submissions and it was determined that Verrus Mobile Technologies was superior.

The following table outlines the price structure offered by Verrus Mobile Technologies Inc., who are able to provide the service with no upfront capital costs:

| User   | Fee    |
|--|--------|
| Registration fee   | 0      |
| Annual fee   | 0      |
| Convenience fee (per transaction)  | \$0.25 |
| Optional text notification of expiring meter (per transaction, paid by user) | \$0.10 |

Because a pay-by-phone service is an optional service for users, the Administration is recommending that the convenience fee of \$0.25 per transaction be passed along to the user. This service fee is charged by the vendor, over and above any processing fees. The \$0.10 fee for text notification is independent of the City of Saskatoon, as it forms part of the account features set up by the user with Verrus Mobile Technologies Inc.

Ongoing operational costs for a pay-by-phone system includes the cost of a monthly phone number, as well as credit card processing fees, estimated to be less than \$5,000 annually.

Upon review of the agreement by the City Solicitor, the following are the significant terms of the agreement with Verrus Mobile Technologies:

1. Contract Term:  
Three (3) years.
2. Contract Commencement:  
Mutually agreed upon time.
3. Option to Renew:  
One (1) to three (3) year annual renewal from the date signed based on the same terms and conditions.
4. Contract Cost:  
Per transaction charge payable to Verrus Mobile Technologies Inc. of \$0.25. Credit card processing fees and phone line charges at the expense of the City of Saskatoon.
5. Conditions Precedent:  
Subject to approval by City Council.

### **OPTIONS**

No other options were considered.

### **POLICY IMPLICATIONS**

The ability for the City of Saskatoon to surcharge a fee for the use of any credit card is prohibited by cardholder agreement. However, the City of Saskatoon has the ability to charge a convenience fee for services provided to the customer, over and above the use of a credit card.

### **COMMUNICATIONS PLAN**

Parking is an important issue that affects most Saskatoon citizens, and it will be important to broadly communicate the parking meter upgrades, the expanded options for payment, the reloading stations for the City Cards and the benefits of this investment.

If the recommendations are approved, the Administration will prepare a detailed communications plan including a news conference, when the new features are in place; updating the City of Saskatoon webpage and social media (Twitter, Facebook and the City of Saskatoon blog); advertising in The StarPhoenix; and a promotional "How-To" video.

## FINANCIAL IMPACT

The cost of the proposal from Duncan Parking Technologies Inc., for the supply of new parking meter equipment, software and training is as follows:

|                             |                           |
|-----------------------------|---------------------------|
| Parking Meter Upgrade       | \$857,693.50              |
| Project Management/Training | \$ 7,500.00               |
| Freight                     | \$ 5,942.50               |
| G.S.T.                      | \$ 43,556.80              |
| P.S.T.                      | <u>\$ 43,556.80</u>       |
| Total                       | \$958,249.60              |
| Less G.S.T. Rebate          | <u>\$ (43,556.80)</u>     |
| <b>TOTAL</b>                | <b>\$914,692.80 (USD)</b> |

The proposal from Trafco Canada for the upgrade of Electronic Parking Ticketing Devices is as follows:

|                       |                           |
|-----------------------|---------------------------|
| Ticketing Devices     | \$ 30,898.50              |
| Extended Warranty     | \$ 4,319.25               |
| Interface Development | \$ 10,000.00              |
| G.S.T.                | \$ 2,260.89               |
| P.S.T.                | <u>\$ 2,260.89</u>        |
| Total                 | \$ 49,739.53              |
| Less G.S.T. Rebate    | <u>\$ (2,260.89)</u>      |
| <b>TOTAL</b>          | <b>\$ 47,478.64 (CDN)</b> |

The proposal from Verrus Mobile Technologies Inc. for the implementation of a Pay-by-Phone Parking System does not require a capital investment. Transaction fee charges will be passed along to the user. The credit card processing and required phone line fees are minimal, estimated to be less than \$5,000 annually. The cost to implement the communications plan, as outlined above, is estimated to be approximately \$50,000 (CDN).

The total cost to the City of Saskatoon for all aspects of the parking infrastructure upgrade, less the G.S.T. rebate and including P.S.T., is estimated to be \$1,012,137 (CDN, based on current currency conversion rates).

There is sufficient funding within the following Capital projects:

- Capital Project 1518 - Parking Meter Purchases in the amount of \$648,000;
- Capital Project 1998 - Electronic Ticketing in the amount of \$143,000;
- Capital Project 2148 - Upgrade City Card in the amount of \$211,000; and
- Capital Project 1787 - River Landing Phase 2 in the amount of \$120,000.

The total available funding from all sources is \$1,122,000.

### STAKEHOLDER CONSULTATION

The ongoing needs of the Partnership, the Riversdale BID and the Broadway BID have been taken into consideration during the review of the proposals. In addition, discussions are ongoing to identify additional opportunities for metered parking.

### ENVIRONMENTAL IMPLICATIONS

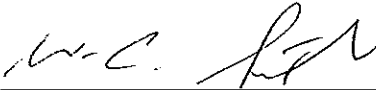
There are no environmental implications.

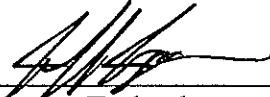
### PUBLIC NOTICE

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

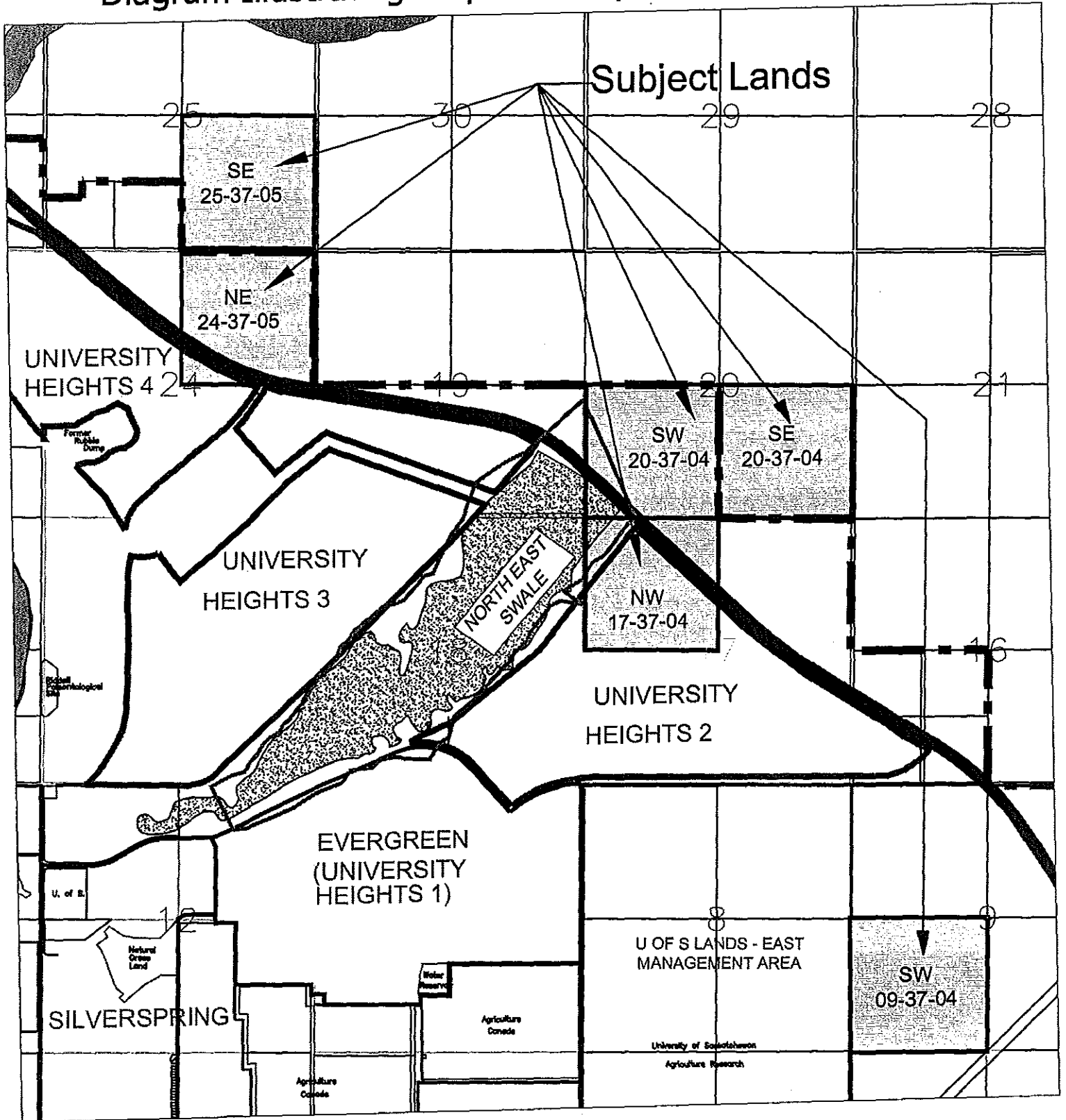
Written by: Phil Haughn, Parking Services Manager  
Transportation Branch

Approved by: Angela Gardiner, Manager  
Transportation Branch

Approved by:   
for Mike Gutek, General Manager  
Infrastructure Services  
Dated: 12/02/23

Approved by:   
for Murray Totland  
City Manager  
Dated: Feb 24/2012

# Diagram Illustrating Proposed Acquisition Site Location



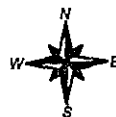
Subject Lands



City Limits



Perimeter Highway



Real Estate Section - Corporate Projects Team - February 2012  
 NOTE: The information contained on this map is for reference only and not to be used for legal purposes. This map may not be reproduced without the expressed written consent of the Corporate Projects Team, Real Estate Section. Do not Scale.



**CODE OF CONDUCT FOR MEMBERS OF**  
**SASKATOON CITY COUNCIL**

**1. INTRODUCTION**

**Purpose**

Citizens of Saskatoon expect high standards of conduct from all government officials. The quality of the City of Saskatoon's public administration and governance, as well as its reputation and integrity, depend on the highest standards of conduct from its elected representatives.

Ethics and integrity are at the core of public confidence in government and in the political process. The purpose of this Code of Conduct is to provide standards for members of Saskatoon City Council relating to their roles and obligations, and a procedure for the investigation and enforcement of those standards.

Section 55(b)(ii) of *The Cities Act* provides that Council may establish "rules for the conduct of Councillors, of members of Council committees and of members of other bodies established by council".

**2. STATUTORY OBLIGATIONS**

**A. Statutory Offences with Penalties**

Section 120 of *The Cities Act* provides that a member of Council is disqualified from Council if the member:

- (a) when nominated, was not eligible for nomination or election as a candidate pursuant to *The Local Government Election Act*;
- (b) ceases to be eligible for nomination or election or to hold office pursuant to *The Local Government Election Act* or any other Act;
- (c) is absent from all regular Council meetings held during any period of three consecutive months, starting with the date that the first meeting is missed, unless the absence is authorized by a resolution of Council;
- (d) is convicted while in office:
  - (i) of an offence punishable by imprisonment for five years or more; or

- (ii) of an offence pursuant to section 123, 124 or 125 of the *Criminal Code of Canada* (eg. municipal corruption);
- (e) contravenes:
  - (i) a bylaw passed pursuant to section 145.1 of *The Local Government Election Act* (eg. fails to file a statement of election contributions and expenses in accordance with the provisions of The Campaign Disclosure and Spending Limits Bylaw); or
  - (ii) section 116 or 117 of *The Cities Act* (eg. fails to file a public disclosure statement or fails to declare a pecuniary interest); or
  - (f) ceases to reside in the city.

**B. Statutory Duties of City Councillors and the Mayor**

Section 65 of *The Cities Act* specifies the following duties for all members of Council:

- (a) to represent the public and to consider the well-being and interests of the City;
- (b) to participate in developing and evaluating the policies, services and programs of the City;
- (c) to participate in Council meetings and Council Committee meetings and meetings of other bodies to which they are appointed by the Council;
- (d) to ensure that administrative practices and procedures are in place to implement the decisions of Council;
- (e) to keep in confidence matters discussed in private at a Council or Council committee meeting until discussed at a meeting held in public;
- (f) to maintain the financial integrity of the City;
- (g) to perform any other duty or function imposed on Councillors by this or any other Act or by the Council.

Section 66 of *The Cities Act* provides that the Mayor has the following additional duties:

- “(a) to preside when in attendance at a Council meeting, unless this Act or another Act or a bylaw of Council provides that another Councillor is to preside;
- (b) to perform any other duty imposed on a Mayor by this or any other Act or by bylaw or resolution.”

### **C. Confidential Information**

In addition to the statutory duties set out in section 65(e) of *The Cities Act*, Council members shall:

- refrain from disclosing or releasing by any means to any member of the public or the media, any confidential information acquired by virtue of their office in either oral or written form, except when required by law or authorized by Council to do so;
- use confidential information (such as knowledge respecting bidding on the sale of City property or assets) for personal or private gain, or for the gain of relatives or any person or corporation; and
- refrain from accessing or attempting to gain access to confidential information in the custody of the City unless it is necessary for the performance of their duties and not prohibited by council policy.

### **3. APPROPRIATE USE OF CITY ASSETS AND SERVICES**

#### **A. Expectation of Privacy**

All City Council members are notified that all computers, cell phones, blackberries and other electronic devices provided by the City are the property of the City, and shall, at all times, be treated as the City's property. Council members are hereby notified that they are to have no expectation of privacy in the use of these devices.

Council members are entitled to use these devices for personal as well as for City purposes. However, they are hereby notified that:

- (a) all emails or messages sent or received on City devices are subject to *The Local Authority Freedom of Information and Protection of Privacy Act*;
- (b) all files stored on City devices, all use of internal email and all use of the internet through the City's firewall may be inspected, traced or logged by the City;
- (c) in the event of a complaint pursuant to this Policy, Executive Committee may require that any or all of the electronic devices provided by the City to Council members may be confiscated and inspected as part of the investigation including downloading information which is considered relevant to the investigation. All email messages or internet connections may be retrieved.

## **B. Appropriate Use**

Members of City Council are entitled to various City-paid services or resources, and in using said resources they shall:

- follow the same rules and practices regarding reimbursement of travel expenses that are followed by civic staff;
- use City resources including civic staff, postage, photocopiers, phones, newsletters, stationery and any other civic property and equipment, with the exception of electronic devices, for civic business only; and
- refrain from including personal information on civic business cards or on the civic webpage.

## **4. GIFTS AND BENEFITS**

No member of Council shall accept a fee, gift or personal benefit that is connected directly or indirectly with the performance of his or her duties of office, unless permitted by the exceptions listed below. For these purposes, a fee or gift or benefit that is paid to or provided with the member's knowledge to a member's spouse, partner, child or parent that is connected directly or indirectly to the performance of the member's duties is deemed to be a gift to that member.

The following are recognized as exceptions:

- (a) such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation, provided that the value of the gift or benefit does not exceed \$750.00;
- (b) a suitable memento of a function honouring the member;
- (c) food, lodging, transportation, event tickets or entertainment provided by provincial, regional and local governments or political subdivisions of them, by the Federal government or by a foreign government within a foreign country, or by a conference, seminar or event organizer where the member is either speaking or attending in an official capacity; and
- (d) food and beverages consumed at banquets, receptions, business lunches or similar events, if attendance serves a legitimate business purpose, the person extending the invitation or a representative of the organization is in attendance, and the value is reasonable and the invitations infrequent.

## **5. ACTIONS DURING CIVIC ELECTION PERIODS**

No member of Council shall use the facilities, equipment, supplies, services or other resources of the City (including Councillor newsletters, the City's website and websites linked through the City's website) for any election campaign or campaign-related activities. Any campaign-related activities that occur in City Hall or any civic facility must take place in a location that is normally available for rental to the public and which has been arranged through the normal rental process. No member shall use the services of civic staff for election-related purposes during hours in which those civic staff members receive any compensation from the City.

For greater clarity and to ensure that members of Council do not receive any undue benefit by virtue of being an incumbent, during the period between Nomination Day (i.e. the second-last Wednesday in September of an election year) and the date of the election, Council members will:

- refrain from using any City-owned resources, including but not limited to cell phones, blackberries, business cards, laptop computers, civic phone number, email address, official photograph, and City crest, for election-related purposes;
- refrain from using City postage or other resources for mass mailings of any kind, regardless of whether or not they are specifically related to the election campaign;
- refrain from wearing the Mayor's Chain of Office at any event, regardless of whether or not it is related to the election campaign;
- refrain from putting their City-issued phone number and e-mail address as their contact information on their campaign material;
- refrain from placing ward information updates in community newsletters;
- refrain from referring to themselves in campaign advertisements as "Councillor X" or "Mayor Y";
- refrain from organizing activities such as formal openings of facilities or public spaces or similar events; and
- strictly adhere to all of the rules that govern candidates in local elections.

## **6. LEAVES OF ABSENCE**

Occasionally a member of Council will take a leave of absence in order to run for elected office of another level of government. During the period of the leave the Council member:

- will not receive any confidential agendas, communications or documents from the City;

- will receive copies of all public information;
- will not be required to return their City-issued material during the period of the unpaid leave, but will not use it for any non-civic purpose; and
- will not be reimbursed for any mileage or telephone or similar expenses.

## 7. COMPLIANCE

All members of council shall cooperate in any investigation made pursuant to this Section.

### A. **Statutory Offences with Penalties**

A complaint under this Section of the Code must be in writing and must be made either:

- (a) by a member of Council; or
- (b) by the City Clerk except where the matter relates to section 117 (i.e. failure to declare a pecuniary interest).

The City Clerk shall forward all complaints, including the name of the complainant, to the Executive Committee (in camera), and to the member about whom the complaint is made.

Upon receipt of a complaint under this Section of the Code, the Executive Committee shall meet, in camera, excluding the member of Council concerned, and decide whether to proceed to investigate the complaint or not. The Executive Committee, in its sole discretion, may decide to take no action on the complaint. In that event, the member of Council concerned shall be notified of the Executive Committee's decision.

If the Executive Committee decides to investigate the complaint, it shall take such steps as it may consider appropriate, which may include hiring an independent investigator, seeking legal advice, etc. All proceedings of Executive Committee regarding the investigation shall be in camera.

If the Executive Committee believes that the member of Council concerned has breached section 120 of *The Cities Act*, it shall advise the member of Council of this, and give them an opportunity to make oral or written submissions to the Committee.

If the Executive Committee concludes that the member of Council concerned has breached section 120 of *The Cities Act*, it may, in its sole discretion, decide to advise the Council member concerned of its conclusion and of its intent to recommend to City Council that the appropriate proceedings be commenced pursuant to section 121 of *The Cities Act*.

Section 121 of *The Cities Act* provides that a member who is disqualified must resign immediately. If a member of Council does not resign as required, the Council or an elector may apply to a judge of the court for:

- (a) an order determining whether the person was never qualified to be or has ceased to be qualified to remain a member of Council; or
- (b) an order declaring the person to be disqualified from Council.

Should the Council member concerned not resign immediately, the Executive Committee may, in its sole discretion, recommend to City Council that the appropriate proceedings pursuant to section 121 of *The Cities Act* be commenced against the council member concerned.

**B. Breach of Confidentiality regarding subsection 65(e) of The Cities Act and/or the Confidential Information Section of this Policy**

Where a member of Council or a member of the City's Senior Administration has reason to believe that a breach of confidentiality has occurred, the facts, as they are known, shall be reported in writing to the Executive Committee (in camera). If the facts, as reported, include the names of a member or members of Council who are alleged to be responsible for the breach, the member or members of Council concerned shall receive a copy of the report to Executive Committee.

The Executive Committee shall meet, in camera, excluding the member or members of Council concerned, if known, and decide whether to proceed to investigate the potential breach or not. The Executive Committee, in its sole discretion, may decide to take no action in the matter. In that event, the member or members of Council concerned, shall be notified of the Executive Committee's decision.

If the Executive Committee decides to investigate the complaint, it shall appoint an independent investigator to conduct the investigation. All proceedings of Executive Committee regarding the investigation shall be in camera.

Upon receipt of the report of the independent investigator, the Executive Committee shall meet to consider the matter. If one or more Council members are named in the investigative report as being potentially responsible for the breach of confidentiality, that member or members shall be excluded from the meeting.

If the Executive Committee believes that the member or members of Council named are responsible for a breach of confidentiality, it shall advise the member or members of this, and give them an opportunity to make oral or written submissions to the Committee.

If the Executive Committee concludes that the member or members of Council named are responsible for a breach of confidentiality, it may, in its sole discretion, decide to recommend to City Council that sanctions be imposed. The Council member or members concerned shall be advised of the Executive Committee's conclusion and recommendations.

**C. All Other Breaches of this Policy**

A complaint under this Section must be in writing and must be made either:

- (a) by a member of Council; or
- (b) by the City Clerk.

The City Clerk shall forward all complaints to the Executive Committee (in camera) and to the member about whom the complaint is made.

Upon receipt of a complaint under this Section, the Executive Committee shall meet, in camera, excluding the member of Council concerned, and decide whether to proceed to investigate the complaint or not. The Executive Committee, in its sole discretion, may decide to take no action on the complaint. In that event, the member of Council concerned shall be notified of the Executive Committee's decision.

If the Executive Committee decides to investigate the complaint, it shall appoint an independent investigator to conduct the investigation. All proceedings of Executive Committee regarding the investigation shall be in camera.

If, after receipt of the report of the independent investigator, the Executive Committee believes that the member of Council concerned has breached a provision of this Policy, it shall advise the member of Council of this, and give them an opportunity to make oral or written submissions to the Committee.

If the Executive Committee concludes that the member of Council concerned has breached a provision of this Policy, it may, in its sole discretion, decide to recommend to City Council that sanctions be imposed. The Council member concerned shall be advised of the Executive Committee's conclusion and recommendations.

**D. Sanctions**

*The Cities Act* does not provide specific sanctions for Council members who breach their statutory duties pursuant to sections 65 and 66 of *The Cities Act* or the rules of conduct established by this Policy pursuant to subsection 55(b)(ii) of *The Cities Act*.

City Council does have the right to sanction Council members provided that Council members continue to have sufficient access to information and services so as to be able to carry out their duties as Council members. Sanctions may include, but are not limited to:

- (a) removal of the council member from any national or provincial organization, civic board, commission, authority or committee except for Executive Committee, Planning and Operations, Administration and Finance and Budget Committee;



- (b) restriction of access to civic services or City Hall;
- (c) restrictions on how documents are provided (eg. no electronic copies, but only watermarked paper copies);
- (d) reduction in salary and/or benefits and/or expenses.

CodeofConduct.doc

6.

**MAYOR DON ATCHISON - JANUARY 1 - DECEMBER 31, 2011**

**WITHIN CANADA - TRAVEL EXPENSES**

| <b>Destination</b> | <b>Date</b>      | <b>Purpose</b>  | <b>Total Cost</b>  |
|--------------------|------------------|---|--------------------|
| Regina             | Jan. 25 - 28     | BCMC/National Infrastructure Summit                       | \$ 789.19          |
| Saskatoon          | Jan. 30 - Feb. 2 | SUMA Convention   | \$ 288.75          |
| Calgary            | March 25 - 26    | Inter-American Development Bank Conference                | \$ 1,004.12        |
| Prince Albert      | May 11 - 12      | Sask. City Mayors/Managers Meeting                        | \$ 325.31          |
| Lanigan            | 20-May           | Canpotex Ground-Breaking Facility                         | \$ 121.02          |
| Halifax            | May 31 - June 8  | BCMC / FCM Conference                                     | \$ 4,212.62        |
| Saskatoon          | 03-Jun           | Rtn to S'toon: Art Gallery of Sask. Media Announce.       | \$ 1,297.25        |
| St. John's         | Sept. 13-16      | ACPM Conference - TRIP CANCELLED                          | \$ (1,328.25)      |
| Calgary            | Oct. 12          | Memorial Cup Presentation (no costs incurred to The City) | \$ -               |
| Brampton           | 23-Dec           | Tour Integrated Waste Management Facility                 | \$ 1,253.25        |
|                    |                  | Air Canada - Maple Leaf Club Membership Fee               | \$ 189.00          |
|                    |                  | Reim. By Mayor Atchison - used City VISA in error         | \$ (179.00)        |
| <b>TOTAL</b>       |                  |   | <b>\$ 7,973.26</b> |

**BCMC - Big City Mayor's Caucus**

**SUMA - Saskatchewan Urban Municipalities Association**

**FCM - Federation of Canadian Municipalities**

**ACPM - Association of Canadian Pension Management**

Total Amount Budgeted - \$25,000.00

Total Amount Spent - \$ 7,973.26

**OUTSIDE OF CANADA TRAVEL EXPENSES**

| <b>Destination</b> | <b>Date</b>  | <b>Purpose</b>                | <b>Total Cost</b>  |
|--------------------|--------------|-------------------------------|--------------------|
| Portland           | July 18 - 20 | PNWER Summit                  | \$ 2,027.07        |
| Berlin             | Oct. 2 - 4   | World Route Development Forum | \$ 4,014.36        |
| <b>TOTAL</b>       |              |                               | <b>\$ 6,041.43</b> |

**PNWER - Pacific North West Economic Region**

General Government Budget

Total Amount Spent - \$ 6,041.43

**CAR ALLOWANCE**

Total Amount Budgeted - \$14,000.00

Total Amount Spent - \$12,155.54

**TRAVEL/TRAINING EXPENSES – MEMBERS OF CITY COUNCIL  
FOR THE PERIOD JANUARY 1, 2011 – DECEMBER 31, 2011**

Councillor Clark

Individual

| DESTINATION   | DATE         | PURPOSE   | TOTAL COST        |
|---------------|--------------|---|-------------------|
| Saskatoon, SK | Jan 30-Feb 2 | SUMA Convention   | \$288.75          |
| Saskatoon, SK | May 4-5      | Workshop - "Finding Our Way: Leadership, Collaboration, and Community Engagement" | \$50.00           |
| Halifax, NS   | June 2-6     | FCM Conference  | \$2,811.58        |
|               |              |   |                   |
| <b>TOTAL</b>  |              |   | <b>\$3,150.33</b> |

Common

| DESTINATION  | DATE | PURPOSE | TOTAL COST    |
|--------------|------|---------|---------------|
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
| <b>TOTAL</b> |      |         | <b>\$0.00</b> |

FCM = Federation of Canadian Municipalities

SUMA = Saskatchewan Urban Municipalities Association

**CAR ALLOWANCE – JANUARY 1 – DECEMBER 31, 2011**

Total Amount Received - \$449.24

**TRAVEL/TRAINING EXPENSES – MEMBERS OF CITY COUNCIL  
FOR THE PERIOD JANUARY 1, 2011 – DECEMBER 31, 2011**

**Councillor Donauer**

**Individual**

| DESTINATION   | DATE         | PURPOSE              | TOTAL COST        |
|---------------|--------------|----------------------|-------------------|
| Saskatoon, SK | Jan 30-Feb 2 | SUMA Convention      | \$288.75          |
| Halifax, NS   | June 2 – 6   | FCM Conference       | \$2,591.70        |
| Saskatoon, SK | Nov. 3       | SREDA Economic Forum | \$50.00           |
|               |              |                      |                   |
|               |              |                      |                   |
|               |              |                      |                   |
|               |              |                      |                   |
| <b>TOTAL</b>  |              |                      | <b>\$2,930.45</b> |

**Common**

| DESTINATION  | DATE | PURPOSE | TOTAL COST    |
|--------------|------|---------|---------------|
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
| <b>TOTAL</b> |      |         | <b>\$0.00</b> |

FCM = Federation of Canadian Municipalities

SREDA = Saskatoon Regional Economic Development Authority

SUMA = Saskatchewan Urban Municipalities Association

**CAR ALLOWANCE – JANUARY 1 – DECEMBER 31, 2011**

**Total Amount Received - \$0.00**

**TRAVEL/TRAINING EXPENSES – MEMBERS OF CITY COUNCIL  
FOR THE PERIOD JANUARY 1, 2011 – DECEMBER 31, 2011**

**Councillor Dubois**

**Individual**

| DESTINATION  | DATE     | PURPOSE        | TOTAL COST        |
|--------------|----------|----------------|-------------------|
| Halifax, NS  | June 2-6 | FCM Conference | \$2,967.31        |
|              |          |                |                   |
|              |          |                |                   |
|              |          |                |                   |
|              |          |                |                   |
| <b>TOTAL</b> |          |                | <b>\$2,967.31</b> |

**Common**

| DESTINATION      | DATE           | PURPOSE                 | TOTAL COST         |
|------------------|----------------|-------------------------|--------------------|
| Ottawa, ON       | Feb 13-16      | CUTA Meetings           | \$1,201.47         |
| Corner Brook, NL | Mar 1-6        | FCM Board & Committee   | \$1,890.00         |
| Edmonton, AB     | Apr. 28-30     | TCYHA AGM & Board Mtgs. | \$1,220.87         |
| Regina, SK       | May 28-31      | CUTA Meetings           | \$943.49           |
| Nelson, BC       | Sept. 7-10     | FCM Board & Committee   | \$1,133.18         |
| Toronto, ON      | Nov. 4 – 7     | CUTA Meetings           | \$1,670.31         |
| Ottawa, ON       | Nov. 28-Dec. 3 | FCM Board & Committee   | \$2,092.78         |
|                  |                |                         |                    |
| <b>TOTAL</b>     |                |                         | <b>\$10,152.10</b> |

CUTA = Canadian Urban Transit Association

FCM = Federation of Canadian Municipalities

TCYHA = Trans Canada Yellowhead Highway Association

**CAR ALLOWANCE – JANUARY 1 – DECEMBER 31, 2011**

**Total Amount Received - \$2,328.42**

**TRAVEL/TRAINING EXPENSES – MEMBERS OF CITY COUNCIL  
FOR THE PERIOD JANUARY 1, 2011 – DECEMBER 31, 2011**

**Councillor Heidt**

**Individual**

| <b>DESTINATION</b> | <b>DATE</b> | <b>PURPOSE</b> | <b>TOTAL COST</b> |
|--------------------|-------------|----------------|-------------------|
| Halifax, NS        | June 2-8    | FCM Conference | \$2,964.28        |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
| <b>TOTAL</b>       |             |                | <b>\$2,964.28</b> |

**Common**

| <b>DESTINATION</b> | <b>DATE</b> | <b>PURPOSE</b> | <b>TOTAL COST</b> |
|--------------------|-------------|----------------|-------------------|
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
| <b>TOTAL</b>       |             |                | <b>\$0.00</b>     |

FCM = Federation of Canadian Municipalities

**CAR ALLOWANCE – JANUARY 1 – DECEMBER 31, 2011**

**Total Amount Received - \$2,459.43**

**TRAVEL/TRAINING EXPENSES – MEMBERS OF CITY COUNCIL  
FOR THE PERIOD JANUARY 1, 2011 – DECEMBER 31, 2011**

**Councillor Hill**

**Individual**

| <b>DESTINATION</b> | <b>DATE</b> | <b>PURPOSE</b> | <b>TOTAL COST</b> |
|--------------------|-------------|----------------|-------------------|
| Halifax, NS        | June 1-6    | FCM Conference | \$3,479.67        |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
| <b>TOTAL</b>       |             |                | <b>\$3,479.67</b> |

**Common**

| <b>DESTINATION</b> | <b>DATE</b> | <b>PURPOSE</b> | <b>TOTAL COST</b> |
|--------------------|-------------|----------------|-------------------|
| Charlotte, NC USA  | Sept. 21-26 | IDA Conference | \$2,957.69        |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
| <b>TOTAL</b>       |             |                | <b>\$2,957.69</b> |

FCM = Federation of Canadian Municipalities

IDA = International Downtown Association

**CAR ALLOWANCE – JANUARY 1 – DECEMBER 31, 2011**

**Total Amount Received - \$1,452.80**

**TRAVEL/TRAINING EXPENSES – MEMBERS OF CITY COUNCIL  
FOR THE PERIOD OCTOBER 24, 2011 – DECEMBER 31, 2011**

**Councillor Iwanchuk**

**Individual**

| <b>DESTINATION</b> | <b>DATE</b> | <b>PURPOSE</b> | <b>TOTAL COST</b> |
|--------------------|-------------|----------------|-------------------|
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
| <b>TOTAL</b>       |             |                | <b>\$0.00</b>     |

**Common**

| <b>DESTINATION</b> | <b>DATE</b> | <b>PURPOSE</b> | <b>TOTAL COST</b> |
|--------------------|-------------|----------------|-------------------|
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
| <b>TOTAL</b>       |             |                | <b>\$0.00</b>     |

**CAR ALLOWANCE – OCTOBER 24 – DECEMBER 31, 2011**

**Total Amount Received - \$240.72**



**TRAVEL/TRAINING EXPENSES – MEMBERS OF CITY COUNCIL  
FOR THE PERIOD JANUARY 1, 2011 – DECEMBER 31, 2011**

**Councillor Loewen**

**Individual**

| DESTINATION   | DATE       | PURPOSE              | TOTAL COST        |
|---------------|------------|----------------------|-------------------|
| Halifax, NS   | June 2 – 6 | FCM Conference       | \$2,489.48        |
| Saskatoon, SK | Nov. 3     | SREDA Economic Forum | 50.00             |
|               |            |                      |                   |
|               |            |                      |                   |
|               |            |                      |                   |
| <b>TOTAL</b>  |            |                      | <b>\$2,539.48</b> |

**Common**

| DESTINATION  | DATE | PURPOSE | TOTAL COST    |
|--------------|------|---------|---------------|
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
| <b>TOTAL</b> |      |         | <b>\$0.00</b> |

FCM = Federation of Canadian Municipalities

SREDA = Saskatoon Regional Economic Development Authority

**CAR ALLOWANCE – JANUARY 1 – DECEMBER 31, 2011**

**Total Amount Received - \$0.00**

**TRAVEL/TRAINING EXPENSES – MEMBERS OF CITY COUNCIL  
FOR THE PERIOD JANUARY 1, 2011 – DECEMBER 31, 2011**

**Councillor Lorje**

**Individual**

| DESTINATION   | DATE      | PURPOSE  | TOTAL COST        |
|---------------|-----------|--|-------------------|
| Saskatoon, SK | May 4 – 5 | Workshop – Finding Our Way: Leadership, Collaboration and Community Engagement | \$50.00           |
| Halifax, NS   | June 2-6  | FCM Conference   | \$3,035.51        |
|               |           |  |                   |
|               |           |  |                   |
|               |           |  |                   |
| <b>TOTAL</b>  |           |  | <b>\$3,085.51</b> |

**Common**

| DESTINATION  | DATE | PURPOSE | TOTAL COST    |
|--------------|------|---------|---------------|
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
|              |      |         |               |
| <b>TOTAL</b> |      |         | <b>\$0.00</b> |

FCM = Federation of Canadian Municipalities

**CAR ALLOWANCE – JANUARY 1 – DECEMBER 31, 2011**

**Total Amount Received - \$2,419.04**

**TRAVEL/TRAINING EXPENSES – MEMBERS OF CITY COUNCIL  
FOR THE PERIOD JANUARY 1, 2011 – DECEMBER 31, 2011**

**Councillor Paulsen**

**Individual**

| DESTINATION   | DATE         | PURPOSE         | TOTAL COST        |
|---------------|--------------|-----------------|-------------------|
| Saskatoon, SK | Jan 30-Feb 2 | SUMA Convention | \$288.75          |
| Halifax, NS   | June 2-6     | FCM Conference  | \$2,898.73        |
|               |              |                 |                   |
|               |              |                 |                   |
|               |              |                 |                   |
| <b>TOTAL</b>  |              |                 | <b>\$3,187.48</b> |

**Common**

| DESTINATION  | DATE         | PURPOSE       | TOTAL COST        |
|--------------|--------------|---------------|-------------------|
| Ottawa, ON   | Nov 29-Dec 2 | FCM Committee | \$1,563.76        |
|              |              |               |                   |
|              |              |               |                   |
|              |              |               |                   |
|              |              |               |                   |
| <b>TOTAL</b> |              |               | <b>\$1,563.76</b> |

FCM = Federation of Canadian Municipalities

SUMA = Saskatchewan Urban Municipalities Association

**CAR ALLOWANCE – JANUARY 1 – DECEMBER 31, 2011**

**Total Amount Received - \$1,406.60**

**TRAVEL/TRAINING EXPENSES – MEMBERS OF CITY COUNCIL  
FOR THE PERIOD JANUARY 1, 2011 – DECEMBER 31, 2011**

**Councillor Penner**

**Individual**

| <b>DESTINATION</b> | <b>DATE</b> | <b>PURPOSE</b> | <b>TOTAL COST</b> |
|--------------------|-------------|----------------|-------------------|
| Halifax, NS        | Jun 2 – 5   | FCM Conference | \$2,550.38        |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
| <b>TOTAL</b>       |             |                | <b>\$2,550.38</b> |

**Common**

| <b>DESTINATION</b> | <b>DATE</b> | <b>PURPOSE</b> | <b>TOTAL COST</b> |
|--------------------|-------------|----------------|-------------------|
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
|                    |             |                |                   |
| <b>TOTAL</b>       |             |                | <b>\$0.00</b>     |

FCM = Federation of Canadian Municipalities

**CAR ALLOWANCE – JANUARY 1 – DECEMBER 31, 2011**

**Total Amount Received - \$759.20**

## **COMMUNICATIONS TO COUNCIL**

### **MEETING OF CITY COUNCIL – MONDAY, MARCH 12, 2012**

#### **A. REQUESTS TO SPEAK TO COUNCIL**

##### **1) Eric Farries, Saskatoon Bicycle Rentals, dated March 2**

Submitting proposed changes to Bylaw No. 7767 concerning the use of City of Saskatoon parks as well as letters of support and requesting to address City Council on this matter. (File No. CK. 4205-5)

**RECOMMENDATION:** that Eric Farries be heard.

**B. ITEMS WHICH REQUIRE THE DIRECTION OF CITY COUNCIL**

**1) Brock Carlton, CEO, FCM, dated February 6**

Advising that payment in the amount of \$51,227.11, constituting the third and final contribution to the Green Municipal Fund Study Grant Agreement, District Energy System Feasibility Project, has been made. (File No. CK. 1860-1)

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

**2) Judy Koutecky, Administrative Assistant, Mendel Art Gallery, dated February 21**

Submitting notice of Annual General Meeting of The Saskatoon Gallery and Conservatory Corporation, to be held on Tuesday, March 27, 2012, at 7:00 p.m. (File No. CK. 175-27)

**RECOMMENDATION:** that that the City of Saskatoon, being a member of The Saskatoon Gallery and Conservatory Corporation, appoint Donald Atchison, or in his absence, Charlie Clark or Tiffany Paulsen, of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meeting of the members of the Saskatoon Gallery and Conservatory Corporation, to be held on the 27<sup>th</sup> day of March, 2012, or at any adjournment or adjournments thereof.

**3) Henry Dayday, dated February 22**

Suggesting a plebiscite be held regarding the proposed Remai Art Gallery of Saskatchewan. (File Nos. CK. 620-4 & 4129-15)

**RECOMMENDATION:** that the direction of Council issue.

**4) Amy Andrew, Committee Chair, Relay for Life Saskatoon, dated February 16**

Requesting an extension of the time that amplified sound can be heard, under the Noise Bylaw, from 6:00 p.m. on Friday, June 8<sup>th</sup> to 6:00 a.m. on Saturday, June 9<sup>th</sup>, 2012, in Diefenbaker Park, for the 12<sup>th</sup> Annual Relay for Life event. (File No. CK. 185-9)

**RECOMMENDATION:** that the request for an extension of the time that amplified sound can be heard, under the Noise Bylaw, from 6:00 p.m. on Friday, June 8<sup>th</sup> to 6:00 a.m. on Saturday, June 9<sup>th</sup>, 2012, in Diefenbaker Park, for the 12<sup>th</sup> Annual Relay for Life event, be approved.

**Items Which Require the Direction of City Council**

**Monday, March 12, 2012**

**Page 2**

**5) Megan Van Buskirk and Ashely Geddes, World Association of Girl Guides and Girl Scouts, dated February 23**

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Providing cardboard footprints containing environmental pledges made by girls of all ages, and encouraging City Council to be positive examples regarding caring about the state of our environment. (File No. CK. 200-1) (The footprints can be viewed in the City Clerk's Office.)

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

**6) J. Jackson, dated February 23**

Commenting on proposed new art gallery. (File No. CK. 4129-15)

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

**7) Donna Hume, Office Administrator, Zion Evangelical Lutheran Church dated February 24**

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Requesting an extension on the time where amplified sound can be heard, under the Noise Bylaw, for annual congregational church picnic to be held in Friendship Park on May 27, 2012, from 10:45 a.m. to 12:15 p.m. (File No. CK. 185-9)

**RECOMMENDATION:** that the request for an extension on the time where amplified sound can be heard, under the Noise Bylaw, for annual congregational church picnic to be held in Friendship Park on May 27, 2012, from 10:45 a.m. to 12:15 p.m. be granted.

**8) Nathan Robinson, dated March 1**

Offering services as creative consultant. (File No. CK. 150-1)

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

**Items Which Require the Direction of City Council**  
**Monday, March 12, 2012**  
**Page 3**

**9) Jacinta Morrissey, dated March 7**

Commenting on the situation in Uganda and requesting participation in an awareness campaign.  
(File No. CK. 205-1)

**10) Kelsey Stone, dated March 7**

Commenting on the situation in Uganda and requesting participation in an awareness campaign.  
(File No. CK. 205-1)

**11) Raylene Hannotte, dated March 7**

Commenting on the situation in Uganda and requesting participation in an awareness campaign.  
(File No. CK. 205-1)

**12) Kristin Ottenbreit, dated March 7**

Commenting on the situation in Uganda and requesting participation in an awareness campaign.  
(File No. CK. 205-1)

**RECOMMENDATION:** that the information be received and referred to the Chief of Police and to the Administration for appropriate action.

**13) Shellie Bryant, Secretary, Development Appeals Board, dated February 22**

Submitting Notice of Hearing with respect to the property located at 1319 Temperance Street.  
(File No. CK. 4352-1)

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

**14) Shellie Bryant, Secretary, Development Appeals Board, dated March 2**

Submitting Notice of Hearing with respect to the property located at 107 La Ronge Road. (File No. CK. 4352-1)

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



C. **ITEMS WHICH HAVE BEEN REFERRED FOR APPROPRIATE ACTION**

1) **Kent Zablotzky, dated February 24**

Commenting on the need for traffic-calming measures in Stonebridge. (File No. CK. 6320-1) **(Referred to Administration to respond to the writer.)**

2) **Nancy Gyuresik, dated February 27**

Commenting on Lingerie Football League. (File No. CK. 5500-1) **(Referred to Credit Union Centre Board of Directors to respond to the writer.)**

3) **Danielle Altrogge, dated February 27**

Commenting on Lingerie Football League. (File No. CK. 5500-1) **(Referred to Credit Union Centre Board of Directors to respond to the writer.)**

4) **Jake and Irene Klippenstien, dated February 29**

Commenting on Lingerie Football League. (File No. CK. 5500-1) **(Referred to Credit Union Centre Board of Directors to respond to the writer.)**

5) **Marilyn Westwood, dated March 2**

Commenting on recycling. (File No. CK. 7830-5) **(Referred to Administration to respond to the writer.)**

6) **Megan Pelletier, dated March 2**

Commenting on chemtrails in the sky. (File No. CK. 150-1) **(Referred to Administration to respond to the writer.)**

7) **Shaun Burtney, dated March 3**

Commenting on the handling of distressed animals. (File No. CK. 152-1) **(Referred to Administration to respond to the writer.)**

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

**D. PROCLAMATIONS**

- 1) **Kelly Harrington, President, Saskatoon & District Labour Council dated February 18**
- 

Requesting City Council proclaim April 28, 2012, as Annual Day of Mourning.  
(File No. CK. 205-5)

- 2) **Harold W. Becker, Founder/President, The Love Foundation Inc., dated February 16**

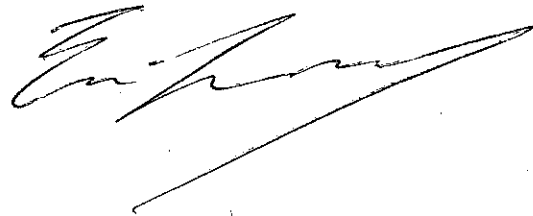
Requesting City Council proclaim May 1, 2012, as Global Love Day. (File No. CK. 205-5)

- 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.

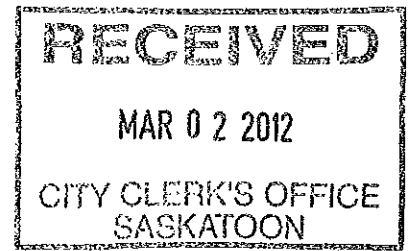
Mar. 2/12  
AI)

ERIC FARRIES

wishes to address  
Council at the  
Mar. 12/12 meeting  
in regards to his  
submission.



4205-5



Saskatoon Bicycle Rentals

Proposed location change and changes to bylaw 7767 concerning the use of City of Saskatoon parks property by private business, on a seasonal basis, for tourism purposes.

Submitted by Eric Farries

Owner,

Saskatoon Bicycle Rentals

Eric Farries  
620 9<sup>th</sup> Ave. N.  
Saskatoon, Sk.  
S7K-2Y7  
306-270-9985  
ericfarries@yahoo.com

His Worship, Mayor Atchison and Council  
222 3<sup>rd</sup> Ave. N.  
Saskatoon, Sk. S7K 0J5

**This proposal is for the rezoning of the Meewasin Valley and parks in Saskatoon, to accommodate seasonal tourism businesses with the intent of increasing tourism and local use on the river trail system.**

Saskatoon Bicycle Rentals (SBR) is proposing the rewriting of the recreation facilities and parks usage bylaw, to accommodate small, temporary and seasonal businesses to assist tourists in fully utilizing the river bank while providing the services that people have come to expect in tourist orientated areas.

As Saskatchewan's economy continues to gain strength the province has been attracting an increasing number of tourists to Saskatoon. Although Saskatoon has not traditionally been a tourist center it is gaining a strong reputation as a beautiful and enjoyable summer destination. This has presented many opportunities for the City of Saskatoon and entrepreneurs to offer services that have not traditionally been available. In response to the demand from tourists to have a safe and enjoyable form of transportation, SBR opened its doors in summer 2011. Providing rental bicycles for tourists of all ages to explore the river trail system, it was quickly realized that the location negotiated with the city for the seasonal home of SBR was not providing the services needed by tourists due to the hard to find nature of the business location and the lack of any tourist activities or attractions in the area. SBR owner, Eric Farries, approached the City of Saskatoon administration on the possibility of relocating, but was unable to do so due to the bylaw (#7767) currently in effect.

Saskatoon Bicycle Rentals does not feel it can return to a location that does not provide the accessibility for tourists or a local population with financial ability to rent cycles. It has been expressed by Tourism Saskatoon and the Meewasin Valley Authority that it is important to have cycles available for rent. This is a service that is available in almost all other metropolitan centers. Having cycles available for rent is a both a tourist attraction and benefit to downtown residents. This is clearly evident in the dozen plus calls received by Tourism Saskatoon requesting cycles to rent and the regular calls to Saskatoon cycle shops requiring the same service. Due to the present location it is clearly impractical for either tourist or local, and Saskatoon residents regularly commented on not feeling comfortable in the evenings as this is perceived as a higher crime area. SBR has also suffered significant theft losses of cycles and repeated break-in's due to local criminal activity, despite working with local youth and local businesses. In the later months of summer, construction material storage behind SBR gave perfect concealment allowing for 4 separate acts of vandalism and losses of 1/3 of my fleet of rental cycles.

Cycle rental is commonly a service provided in areas that are easy to access and find, have large amounts of foot traffic, are near hotels and office buildings, and are easy for tourists to access without complicated directions. Although the farmer's market area will eventually be a nice tourist attraction it is still several years away from completion. When SBR opened it was with my understanding that construction would be happening at a faster pace. As often happens with construction things have fallen behind schedule and have caused many problems like excessive blowing dust, leading to many

mechanical issues and expenses such as bearing and chain damage. When coupled with the current hesitation of investors to develop new areas around this neighbourhood, SBR does not feel it can remain in its current location and succeed.

In order to provide all the services to both tourists and locals alike, Saskatoon Bicycle Rental should be located somewhere between the 25<sup>th</sup> St. Bridge and Broadway Bridge. Ideally SBR would like to share a site with the rink on the north side of the Delta Besberough hotel where the city has redeveloped the upper riverbank. This is the ideal place for a service like SBR for many reasons including the ease of access to most of Saskatoon's major hotels, lack of seasonal conflict with the rink on the space use, lots of parking in the area, good access to people working down town encouraging exercise and the use of inter modal transportation. SBR would also like to propose that it be leased the skate shack building for use in the summer season so as to help offset the expense of this unit and assist in seeing that it is fully utilized year round. SBR would help maximise the use of this area and contribute to turning the park into a year round activity center.

Due to the harsh seasonal conditions it is impractical to purchase a permanent year round building to use only six months of the year, and short term leases are not available. SBR is applying to have the bylaw amended to allow for small, seasonal, tourist orientated service businesses under special licenses to be operated on Saskatoon's parks property, in a temporary location. SBR would be required to sustain a standard in appearance and professionalism set by the city or their license would be revoked. A good example where an idea like this is already successfully in practice in our own city is the private leasing of the concession at Kinsmen Park. This concession has been open and operating for many years, significantly contributing to the usability of the park by families and adults alike, and having no negative affect on the park. In fact it has been such an asset to the park it will remain even when the renovations are completed.

SBR is offering to work closely with the City of Saskatoon in this proposed experimental program on the impact of businesses located on city parks property. As Saskatoon Bicycle Rentals is a pilot project or experimental business by the City, it is ideally poised to undertake this kind of a partnership by participating in this mutually beneficial opportunity. This would allow SBR to relocate to an area of much improved public access while assisting the city to provide a valuable tourism service in an area where it is often requested. SBR is also working closely with Tourism Saskatoon and the Meewasin Valley Authority with their full approval and support towards the mutually beneficial goal of having more people cycling on the river trails. I have included some letters of recommendation for such a program to be made available.

Thank you for taking the time to consider this proposal and the far reaching and positive impact it could carry in our community.

Sincerely Eric Farries  
Owner, Saskatoon Bicycle Rentals

February 16, 2012

His Worship Don Atchison and Council  
222 3<sup>rd</sup> Avenue North  
Saskatoon, SK S7K 0J5

RE: Letter of Support – Saskatoon Bicycle Rentals

Your Worship and Council;

Tourism Saskatoon has had the pleasure of working with Mr. Eric Farries over the past year as he endeavours to develop a sustainable model for his business in Saskatoon. Saskatoon as a destination is particularly well-suited to cycling experiences with an active bicycle transportation plan in place, and the Meewasin Valley Trail as a key amenity that links many of our riverbank attractions and events.

The secret to most business' success is location. Mr. Farries' research on this topic clearly indicates that he needs to relocate his core operation from its current location to one with increased visibility and better access to visitors staying in the core downtown riverbank hotel properties, in order to generate the exposure and volume necessary to succeed. The physical setup he requires is relatively benign, and would be completely in keeping with tourist expectations and services provided in other similar destinations.

I encourage you to support his interest, and those wishing to explore our dynamic city by bicycle. It is green, interactive, and meets the needs of our visitors.

Sincerely,



Todd Brandt  
President & CEO

Todd\lobby\sr

# **SPOKE N<sup>\*</sup> SPORT**

31A-2105 8<sup>th</sup> Street East  
Grosvenor Park Centre  
Saskatoon, Saskatchewan S7H 0T8  
Phone: 306-373-4224 Fax: 306-955-2502 E-mail: [spokensport@sasktel.net](mailto:spokensport@sasktel.net)

February 13, 2012

To: Your Worship The Mayor, Councillor's and Saskatoon Tourism

This letter is in support of Saskatoon Bicycle Rentals and its efforts to secure a better location for its business. The location north of the Broadway Bridge on the Westside of the Saskatchewan River would be a more ideal location for both the business and the people who seek their service, tourists.

Last year Saskatoon Bicycle Rentals struggled through their first year. I believe in a large part due their location. New businesses require a lot of hard work and having the ideal location aids in the success of the business. I truly believe that if the business is not provided with a better location the business will fail no matter how much work is done. Location is the key to its survival. Bike shops have tried to provide rentals but have a hard time with being successful because of the cost of storage, the seasonality of rentals and not having that direct access to the tourist.

Saskatoon is a beautiful city but we have very little of offer the tourist in terms of interactive activities: such as bicycle rentals. Saskatoon Bicycle Rentals provides this service.

It is in the city's best interest to change the "rules" in order to offer Saskatoon Bicycle Rentals a better location and thus give Saskatoon Bicycle Rentals a chance to succeed and to continue to offer the Saskatoon tourist a service that no one else provides. Saskatoon Bicycle Rentals requires walk by traffic in order to succeed.

REGARDS,



**DOUG CUSHWAY**  
OWNER  
DOUG'S SPOKE'N SPORT





Meewasin Valley Authority  
402 - 3rd Avenue South  
Saskatoon, Saskatchewan  
S7K 3G5  
Phone (306) 665-6887  
Fax (306) 665-6117

Meewasin

March 1, 2012

Mayor Don Atchison and City Council  
City of Saskatoon  
222 Third Avenue North  
Saskatoon, SK S7K 0J5

Your Worship and Council,

**Letter of Support – Amenities on the Meewasin Trail**

Meewasin administration has been in discussions with a variety of stakeholders, including Tourism Saskatoon, city administration, and local business, on the concept of allowing more vendors to operate on the Meewasin Trail.

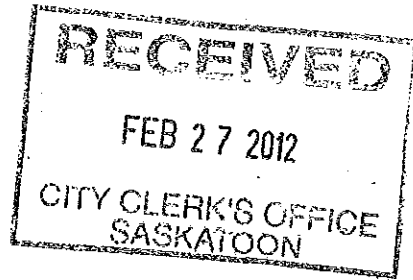
Meewasin is supportive of this concept as enhancing the river valley with amenities is part of our mandate. There is an existing privately run business on the trail at River Landing (Prairie Fare café, in the concession building built by Meewasin and the City) along with temporary stands in parks downtown. Meewasin sees the value in creating more opportunities for such entrepreneurial activity.

Meewasin administration will continue to work with the city staff and other agencies to explore this opportunity.

Sincerely,

Susan Lamb  
Chief Executive Officer

1860-1  
B1)



February 6, 2012

President  
Président  
Berry Vrbanovic  
Councillor,  
City of Kitchener, ON

First Vice-President  
Première Vice-présidente  
Karen Leibovici  
Councillor,  
City of Edmonton, AB

Second Vice-President  
Deuxième vice-président  
Claude Dauphin  
Maire,  
arrondissement de Lachine,  
Ville de Montréal, QC

Third Vice-President  
Troisième vice-président  
Brad Woodside  
Mayor,  
City of Fredericton, NB

Past President  
Président sortant  
Hans Cunningham  
Director,  
Regional District of  
Central Kootenay, BC

Chief Executive Officer  
Chef de la direction  
Brock Carlton  
Ottawa, ON

His Worship Mayor Donald J. Atchison and Members of Council  
City of Saskatoon – City Hall  
222 Third Avenue North  
Saskatoon, SK  
S7K 0J5

**Project Title:** District Energy System Feasibility  
**Application Number:** GMF 10251

Dear Mayor Atchison and Members of Council:

We would like to inform you that a payment was made from FCM to the City of Saskatoon in the amount of \$51,227.11. This amount constitutes payment for the third and final contribution in regard to the Green Municipal Fund Study Grant Agreement for the project mentioned above.

The FCM is grateful to the City of Saskatoon for its initiative and its partnership with the Green Municipal Fund.

Yours sincerely,

Brock Carlton  
Chief Executive Officer

BC:vl

10, rue Rideau Street,  
Ottawa, Ontario

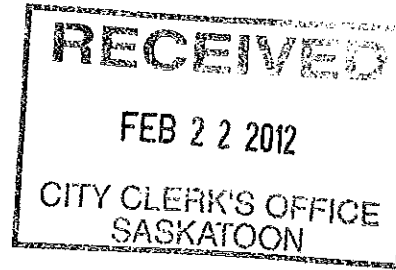
Mailing address/  
Adresse postale

24, rue Clarence Street,  
Ottawa, Ontario K1N 5P3

T. 613-241-5221  
F. 613-244-1515

[www.fcm.ca](http://www.fcm.ca)



175-27  
B2)

February 21, 2012

To: His Worship the Mayor and City Council,  
Office of the City Clerk  
John Hampton, Interim Chair  
Jason Aebig  
Herta Barron  
Robert Christie  
Councillor Charlie Clark  
Danielle Favreau  
Jack Hillson  
Linda Langille  
Keitha McClocklin  
Councillor Tiffany Paulsen, Q.C.  
Alexander Sokalski  
Dennis Yee  
Angie Larson, Acting Executive Director & CEO  
Sue Williams, Manager, Resource Development  
PricewaterhouseCoopers LLP, Corporate Auditors  
MacPherson Leslie & Tyerman LLP, Corporate Solicitors

From: Judy Koutecky, Administrative Assistant

**NOTICE OF ANNUAL GENERAL MEETING  
THE SASKATOON GALLERY AND CONSERVATORY CORPORATION**

---

The Annual General Meeting of the Members of The Saskatoon Gallery and Conservatory Corporation will take place on **Tuesday, March 27, 2012, at 7:00 p.m.** The meeting will be held at the Saskatoon Club, 417 – 21<sup>st</sup> Street East, Saskatoon. The agenda is attached.

Please confirm your attendance with Judy Koutecky by email [jkoutecky@mendel.ca](mailto:jkoutecky@mendel.ca), phone 975-7669 or fax 975-7670.

Thank you.

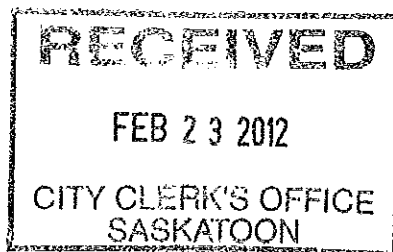
## **AGENDA**

**ANNUAL GENERAL MEETING OF THE MEMBERS  
THE SASKATOON GALLERY AND CONSERVATORY CORPORATION  
Saskatoon Club, 417 – 21<sup>st</sup> Street East, Saskatoon, SK  
Tuesday, March 27, 2012, at 7:00 p.m.**

---

- I. ROLL CALL
- II. APPOINTMENT OF SECRETARY
- III. NOTICE OF WAIVER OF IRREGULARITIES
- IV. APPROVAL OF AGENDA
- V. APPROVAL OF MINUTES  
– Annual General Meeting – March 15, 2011
- VI. INSTRUMENT OF PROXY
- VII. ANNUAL REPORTS
  1. Annual Report of the Interim Chair & President
  2. Annual Report of the Executive Director & CEO
  3. Annual Report of the Treasurer
- VIII. ELECTION OF MEMBERS
- IX. APPOINTMENT TO BOARD OF TRUSTEES
- X. APPOINTMENT OF AUDITORS
- XI. RECOGNITION OF RETIRING TRUSTEES
- XII. VOTE OF THANKS
- XIII. ADJOURNMENT

620-4  
X 4/29/15  
B3



Henry Dayday  
354 Coldspring Crescent  
Saskatoon, Sask. S7J 3N1

February 22, 2012

City Clerk's Office City Hall  
222 - 3<sup>rd</sup> Ave. North  
Saskatoon, Sask.  
S7K 0J5

Your Worship & Members of City Council  
Re: Mendel Art Gallery

Many Saskatoon taxpayers are unhappy with City Council's decision to close the Mendel Art Gallery and begin work toward the Remai Art Gallery of Saskatchewan. To fund the new Gallery, the city as you know will have to borrow \$34M, the majority of which would have to be repaid from future assessment growth over the next 15 years.

Many believe that the right decision at this time would be to stop all work on the project and provide taxpayers the opportunity, during the October 24 civic election, to vote on whether to proceed or not. That way, City Council would be upholding the democratic principle of participation, and the public would make the decision on this highly contentious issue. If the vote was to proceed with the new Gallery, then the process has only been delayed. If the vote is to stop the process (and to refurbish and expand the Mendel Gallery), then the public will have made the decision.

A public plebiscite is not without precedent. Saskatoon taxpayers voted twice on Sask.Place (now Credit Union Centre), once on the funding and again on its location. We also vote twice on whether to locate a Casino downtown. Later, there was a public vote on extending store hours to include Sundays.

There is another option for the public: the collection of a sufficient number of signatures on a petition that would require City Council to hold a plebiscite. But a plebiscite tied to voting day would best reflect good will on the part of City Council.

With all due respect, I (and many others) hereby ask you to consider this resolution:

City Council agrees to hold a plebiscite on election day October 24, 2012, allowing the voters to decide on whether or not to renovate and expand (and continue to operate) the Mendel Art Gallery or to proceed with the construction of the Remai Art Gallery of Saskatchewan.

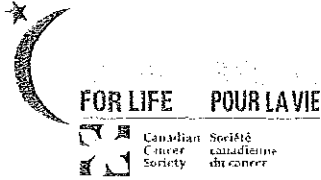
It will also suspend any further work on the Remai Art Gallery of Saskatchewan until after the election.

Due to the public interest in this project I would respectfully request a recorded vote on this matter.

Sincerely

  
Henry Dayday

185-9  
B4)



RECEIVED  
FEB 23 2012  
CITY CLERK'S OFFICE  
SASKATOON

February 16, 2012

His Worship Mayor Don Atchison  
Members of City Council  
City Clerk's Office - City Hall  
222 3rd Avenue North  
Saskatoon SK S7K 0J5

Dear Mayor Atchison & Members of Council:

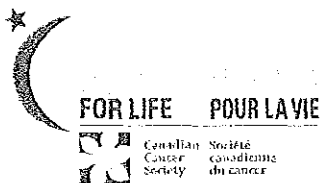
The Canadian Cancer Society is asking for your assistance as we prepare to host our 12th Annual Relay For Life being held at Diefenbaker Park in Saskatoon. We are requesting an extension of the Noise Bylaw as our event runs from 6 p.m. Friday, June 8th to 6 a.m. Saturday, June 9<sup>th</sup>, 2012.

Relay for Life is a 12 hour, non-competitive relay that raises awareness and funds for cancer research and support services for cancer patients in our province under the Canadian Cancer Society. Last year's event raised \$427,685 and was host to over 1152 participants, 227 Survivors and 116 volunteers. This display of philanthropy and community was the most successful Relay for Life in Saskatoon's history.

The event runs from 6pm until 6 am to show participants that cancer never sleeps. Noteworthy points of the event include the celebration of individuals currently surviving cancer, a heartfelt ceremony to honour and remember those who are currently fighting or who have lost their battle to cancer, and a closing ceremony that encourages participants, their families and their surrounding communities to live healthier lifestyles and to partake in cancer prevention practices. The entire event is host to many local performers from the Saskatoon Arts community and showcases the generosity of local businesses. Relay for Life is very well received by members of the Saskatoon and surrounding community, the media, and is undoubtedly a showcase of the community spirit that Saskatoon residents are known for.

Relay For Life has been held at Diefenbaker Park for several years and each year we make an effort to contact the surrounding community associations of the event. We also make aware and involve the Saskatoon City Police by using members of the police force for security purposes. This ensures that Relay for Life is a safe and positive experience for all participants, observers and community members.

celebrate. remember. fight back.



We have enclosed a brochure that explains Relay for Life in more detail. If you have any questions about the event or require more information please contact Kristen Allen, Special Events Coordinator at 244-2245.

Thank you for your consideration. We look forward to hearing from you regarding our application, and continuing a lasting relationship to help build a healthier and more connected Saskatoon.

Sincerely,

A handwritten signature in cursive script that reads 'Amy Andrew'.

Amy Andrew  
Committee Chair,  
Relay For Life Saskatoon

celebrate. remember. fight back.

Celebrate the lives of those who have had cancer

Cheer on cancer survivors and their caregivers as they walk the Survivors' Victory Lap - the 1st lap of Relay. Their strength, courage and determination gives hope to others battling cancer.

## Celebrate

This inaugural lap gives hope and inspiration to those who are still battling cancer and to everyone who has been touched in some way by this terrible disease.

At your local *Relay For Life* event, you'll feel inspired by the courage of cancer survivors and by the experience of helping to make cancer history.

**We Relay because we have been touched by cancer and desperately want to put an end to the disease.**



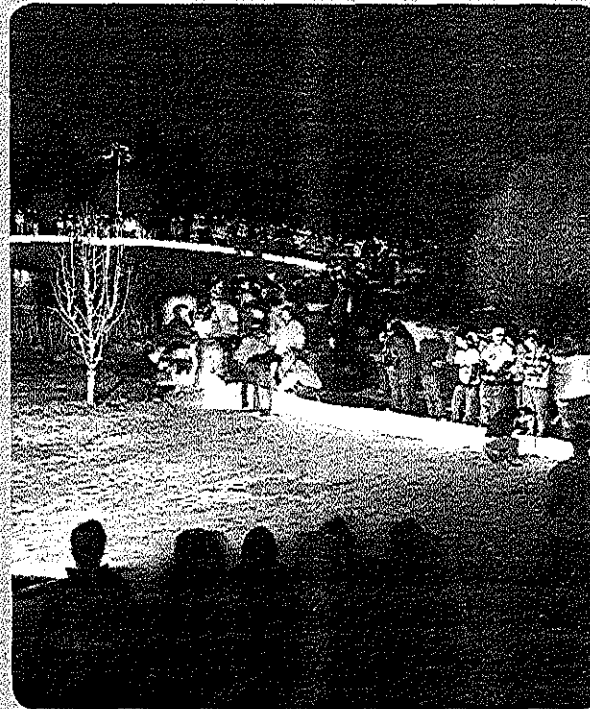
Remember loved ones and their battle against cancer

Help us light up the night.

Luminaries are lit during a twilight ceremony. Their inspirational glow honours loved ones and motivates participants throughout the night.

Luminaries can be purchased before or at the event for \$5.

Remember.



To register for *Relay* and/or to purchase a luminary, go to [www.cancer.ca/relay](http://www.cancer.ca/relay) or visit any of our 10 local Canadian Cancer Society offices in Saskatchewan.

Fight back against a disease that takes too many

*Relay For Life* is how we fight back against cancer. We *Relay* because we have been touched by cancer and desperately want to put an end to the disease.

## Fight Back

This is your opportunity to make a personal contribution and take action. Make a commitment to save lives by being a part of *Relay* in your community.

Join the fight

- **Participate.** Fighting cancer is a team effort. Teams are the heart and soul of *Relay*. Build your own team, join one, sign up as an individual participant or simply make a donation. *Relay* participants commit to raising a minimum of \$100 for the Canadian Cancer Society. The average participant raises \$245. Challenge yourself and your team - the more money raised, the bigger the difference.
- **Volunteer.** Donate your time and save lives. We need your help before, during and after *Relay*.
- **Sponsor.** Support your community by sponsoring an event and/or donating products/services.





Canadian Cancer Society *Relay For Life* is a life-changing event that gives you and your community the opportunity to celebrate cancer survivors, remember and honour loved ones lost to cancer, and fight back against this devastating disease.

Grab your friends and family and walk with us in this 12-hour overnight event as we fight to make cancer history.

**Your participation makes a difference:**

Every step you take is helping the Canadian Cancer Society save lives. Funds raised at *Relay For Life* supports our mission by helping to save, improve and enrich the lives of Canadians.

**The Canadian Cancer Society fights back by:**

- doing everything we can to prevent cancer from ever happening in the first place
- funding research to outsmart cancer
- empowering, informing, supporting and improving the lives of Canadians living with cancer
- mobilizing Canadians to make cancer history.

Call 1-888-939-3333 for more information or visit us online at [www.cancer.ca](http://www.cancer.ca)

EVENT INFORMATION

# Saskatoon Relay For Life

Friday, June 8, 2012  
6:00 PM – 6:00 AM

## Diefenbaker Park

*(Opening Ceremony & Survivor Lap—7 pm)*

**For more information contact:**

Kristen Allen, Events Coordinator  
Canadian Cancer Society  
101-440 2nd Avenue North  
Saskatoon SK S7K 2C3

PH: 244-2245

FAX: 244-5657

[kallen@sk.cancer.ca](mailto:kallen@sk.cancer.ca)

[www.ccsevents.ca/relayforlife](http://www.ccsevents.ca/relayforlife)

Thank You to our  
Exclusive Media Sponsor



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POUR LAVIE



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Cancer  
Society

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canadienne  
du cancer



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RELAIS  
POUR LAVIE



Canadian  
Cancer  
Society

Société  
canadienne  
du cancer

Celebrate

Remember

Fight Back.

Join the biggest cancer event  
to make the biggest difference  
in the fight against all  
200 types of cancer.

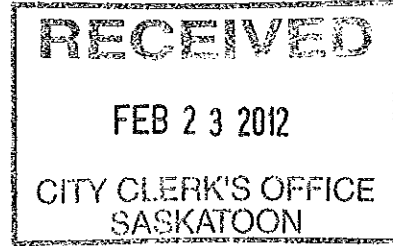


[www.cancer.ca/relay](http://www.cancer.ca/relay) | 1 888 939-3333

300-1 B5)

TO: His Worship the Mayor Don Atchison and Members of City Council  
222 3rd Avenue North  
Saskatoon SK  
Canada  
S7K 0J5

RE: Girl Guides and World Thinking Day 2012



February 23rd, 2012

To His Worship Don Atchison and Members of City Council:

In December of 2011 we, Megan Van Buskirk and Ashley Geddes, represented the World Association of Girl Guides and Girl Scouts (WAGGGS) as Youth Delegates to the United Nations Framework Convention on Climate Change (UNFCCC) in Durban, South Africa. We care passionately about our surrounding environment and what we can do to prevent further dangerous anthropogenic interactions with the climate system, and subsequently, our Earth's ecosystems.

Each year on February 22<sup>nd</sup>, Girl Guides from around the world celebrate World Thinking Day by taking action in their communities. This year, Girl Guides are focusing on the UN Millennium Development Goal 7 -- environmental sustainability. As an organisation with 10 million members worldwide in 145 different countries, we have launched the global campaign "we can save our planet". This year, the Saskatoon Girl Guides made hand-traced footprints from reused cardboard materials, and wrote their environmental pledge(s) on their footprint. These footprints were made by girls of all ages, spanning from Sparks (aged 5) to Leaders (aged 18+). We collected these footprints to give you to you, our Elected Officials. You will find all 161 footprints in the enclosed package.

As you can see, girls and women, young and old, promise to reduce their ecological footprints. We ask that you do the same. Environmental sustainability and emissions reductions should be an integral aspect of any decision made to better the City of Saskatoon.

We encourage you to prove to your citizens that you care about the state of our environment. Be the positive example that girls and young women deserve!

Girls Worldwide are part of the solution. Are you?

Thank you for your time.

Yours Sincerely,

Megan Van Buskirk and Ashley Geddes

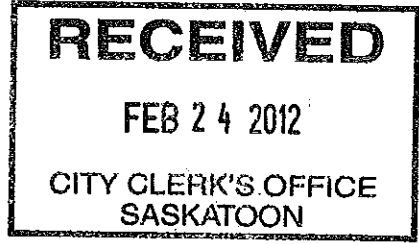
WAGGGS COP17 Youth Delegates & Leaders in the Aurora District in Saskatoon

Megan Van Buskirk  
1924 St. Charles Avenue  
Saskatoon SK  
S7M 0N8  
(306) 292-6955  
[m.vb@live.com](mailto:m.vb@live.com)

Ashley Geddes  
1505 Wiggins Avenue  
Saskatoon SK  
S7H 2J7  
(306) 270-8316  
[ashleygeddes@shaw.ca](mailto:ashleygeddes@shaw.ca)

4129-15  
B6

**From:** CityCouncilWebForm  
**Sent:** February 23, 2012 5:27 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

**FROM:**  
  
J Jackson  
303 George road  
saskatoon  
Saskatchewan  
S71 7E8

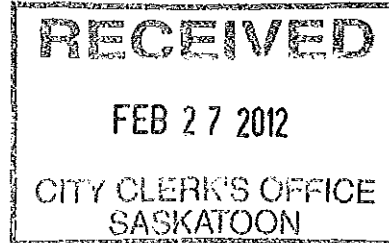
**EMAIL ADDRESS:**

**COMMENTS:**

i would like to express my opion that we do not need a new art gallery. It will only raise our taxes which alot of us cannot afford. There are so many other needy projects that need attention instead of a building that only a minority of people visit.

185-9  
B1

ZION EVANGELICAL LUTHERAN CHURCH  
323 4<sup>th</sup> Ave. South (Foot of the Broadway Bridge)  
Saskatoon, Saskatchewan S7K 1N3  
Telephone: 306-653-2442 Fax: 306-653-4555



February 24, 2012.

City of Saskatoon,  
Office of the City Clerk,  
222-3<sup>rd</sup> Ave. N.,  
Saskatoon, SK  
S7K 0J5

Dear Sir/or Madam:

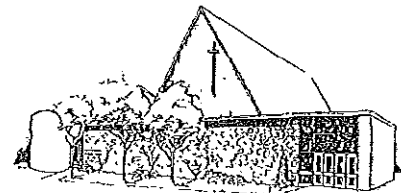
We are requesting permission to have an Extension of the Time Which Amplified Sound can be played under the Noise Bylaw for our Annual Congregational Church Picnic in Friendship Park on May 27, 2012 music for the actual worship service will begin at approximately 10:45 a.m. and will end by 12:15 p.m.

Thank you in advance for your consideration of this request.

Sincerely,

A handwritten signature in cursive script that reads "Donna Hume".

Donna Hume,  
Office Administrator.



150  
B8)

**From:** CityCouncilWebForm  
**Sent:** March 01, 2012 1:16 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Nathan Robinson  
32798 Kudo DR  
Mission  
British Columbia  
V2V6T5

EMAIL ADDRESS:

[natowar@hotmail.com](mailto:natowar@hotmail.com)

COMMENTS:

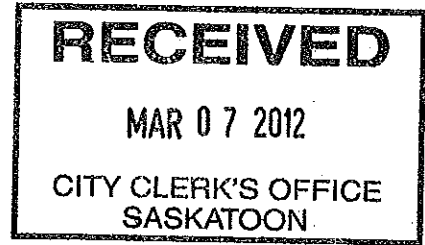
I have dreamt of Saskatoon getting an NHL franchise and had been giving it a lot of thought the past few years. I would love the opportunity to share some of the visions that I believe would make a potential franchise in your province absolutely unique, viable and successful on all levels.

I am an artist and musician, dreaming big is my speciality. Being a creative consultant on a project like this would be a dream come true.

Nathan Robinson

205-1  
B9

From: CityCouncilWebForm  
Sent: March 07, 2012 1:03 AM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Jacinta Morrissey  
Box 2482  
Battleford  
Saskatchewan  
s0m0e0

EMAIL ADDRESS:

[jacinta.morrissey@yahoo.ca](mailto:jacinta.morrissey@yahoo.ca)

COMMENTS:

I am writing in regards to Kony 2012. I am a young Mother with 5 children. And stumbling upon this 27 min movie on Youtube changed my attitude and opened so many opportunities as a young person to make a stand, and be apart of something world wide. On April.20th all over the world there will be million upon millions of people taking part to the streets to make awareness of Joseph Kony. this will be taking place from April 20. @ 10:30 pm - April.21 @6:30am. In this time thousands of Saskatoon residents will be taking to the street to be putting up posters,stickers, and hand out pins in awareness of KONY 2012...

In this we are asking for the city's permission to take part in this, with media, police and really whatever it takes to make this happen.

I am only one person, yet there will be so many more. Let us do this for these young children who are forced into child war. I am attaching the video along with a description from Invisible Children Facebook... Let us do this, not as a community, not as a city but as a world Nation!!!

Thank you for your time in interest and hope to work along side of the city of Saskatoon!

<http://www.youtube.com/watch?v=Y4MnpzG5Sgc>

<http://www.facebook.com/invisiblechildren/info>

Invisible Children Info:

About

Invisible Children uses film, creativity and social action to end the use of child soldiers in Joseph Kony's rebel war and restore LRA-affected communities in Central Africa to peace and prosperity.

Mission

Invisible Children uses film, creativity and social action to end the use of child soldiers in Joseph Kony's rebel war and restore LRA-affected communities in Central Africa to peace and prosperity.

Company Overview

We believe Invisible Children is not just a nonprofit, but a group of people choosing to live differently. We use the power of media to inspire young people to help end the longest

running war in Africa. We make documentaries, tour them around the world, and lobby our nation's leaders to make ending this war a priority.

#### Description

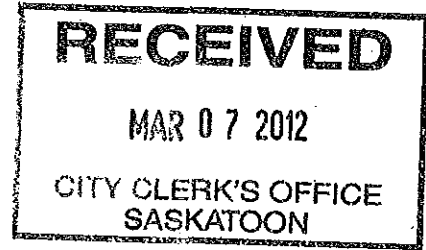
In the spring of 2003, three young filmmakers traveled to Africa in search of a story. What started out as a filmmaking adventure transformed into much more when these boys from Southern California discovered a tragedy that disgusted and inspired them, a tragedy where children are both the weapons and the victims.

After returning to the States, they created the documentary "Invisible Children: Rough Cut," a film that exposes the tragic realities of northern Uganda's night commuters and child soldiers.

The film was originally shown to friends and family, but has now been seen by millions of people. The overwhelming response has been, "How can I help?" To answer this question, the non-profit Invisible Children, Inc. was created, giving compassionate individuals an effective way to respond to the situation.

205-1  
B10)

**From:** CityCouncilWebForm  
**Sent:** March 07, 2012 12:59 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Kelsey Stone  
534 Lynd Place  
Saskatoon  
Saskatchewan  
S7T0C6

EMAIL ADDRESS:

[kelseyunderwood@hotmail.com](mailto:kelseyunderwood@hotmail.com)

COMMENTS:

There is an awareness event happening on April 20th to help stop Joseph Kony and have him arrested. Myself and some of my family and friends will be out on the streets that night LEGALLY posting posters to help the cause.

<http://vimeo.com/37119711>

This is the link to the video that is now being seen across the planet.

This event might end up being big. I doubt anyone involved wants to have anything but a peace and love filled night showing support. I do understand however when youth, emotions, and possible graffiti get mixed things could go wrong FAST. Please help this cause (and all those involved) by addressing this event and providing safe, legal and supportive ways to aid in making it successful. I am a teacher who often sees the power in youth and if this keeps it's momentum, it will be something the city will not be able to ignore.

Thank you.

Kelsey Stone



205-1  
Bill

From: CityCouncilWebForm  
Sent: March 07, 2012 1:11 AM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Raylene Hannotte  
1405 cumberland ave south  
Saskatoon  
Saskatchewan  
S7H2L9

EMAIL ADDRESS:

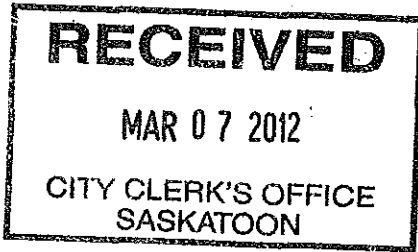
COMMENTS:

On April 20th 2012 Cover the Night will be taking in Saskatoon. Cover the Night is an event that will be occurring world wide to bring attention to everyone the horrific events that are happening in Uganda in which children are being kidnapped by Joseph Kony and his army. This has been going on for 20 years and Kony NEEDS to be stopped. This event will involve people going around and hanging Kony 2012 posters around Saskatoon to bring attention to the issues that are occurring in Uganda. On behalf of everyone participating in this event we hope that city council and city police will support us and respect this movement.

Thank You for taking the time to read this and letter. I hope that we can cooperate together to make this an extremely successful event!

205-1  
B12)

**From:** CityCouncilWebForm  
**Sent:** March 07, 2012 1:22 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Kristin Ottenbreit  
510 Scotia St  
Melfort  
Saskatchewan  
S0E 1A0

EMAIL ADDRESS:

[birdy\\_island@hotmail.com](mailto:birdy_island@hotmail.com)

COMMENTS:

I was shocked to realize that I've never heard about Koby and all his tremendous wrong-doings until just moments ago. I think it is important to get the word out to every person possible. On April 20th there will be people putting up posters all over Saskatoon to make people aware. I hope this will be seen as appropriate considering it's cause to stop Koby. Help us to spread the word by letting us participate on April 20th. This is real and productive; I believe it will make a difference.



*City of*  
**Saskatoon**

Saskatoon Development  
Appeals Board

B13)

---

c/o City Clerk's Office      ph 306•975•8002  
222 - 3rd Avenue North      fx 306•975•7892  
Saskatoon, SK S7K 0J5

February 22, 2012

His Worship the Mayor  
and Members of City Council

Ladies and Gentlemen:

**Re:    Development Appeals Board Hearing  
      Refusal to Issue Development Permit  
      Conversion of One-Unit Dwelling to Two-Unit Dwelling  
      (With Lot Frontage Deficiency)  
      1319 Temperance Street – R2 Zoning District  
      Brad and Julie Evenson  
      (Appeal No. 5-2012)**

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,

**Shellie Bryant**  
Secretary, Development Appeals Board

SB:ks

Attachment

Templates\DABs\Mayor.dot



City of  
**Saskatoon**

Saskatoon Development  
Appeals Board

---

c/o City Clerk's Office      ph 306•975•8002  
222 - 3rd Avenue North      fx 306•975•7892  
Saskatoon, SK S7K 0J5

**NOTICE OF HEARING - DEVELOPMENT APPEALS BOARD**

|               |  |              |                  |
|---------------|--|--------------|------------------|
| <b>DATE:</b>  | <b>Monday, March 19, 2012</b>  | <b>TIME:</b> | <b>4:00 p.m.</b> |
| <b>PLACE:</b> | <b>Committee Room E, Ground Floor, South Wing, City Hall</b>   |              |                  |
| <b>RE:</b>    | <b>Refusal to Issue Development Permit<br/>Conversion of One-Unit Dwelling to Two-Unit Dwelling<br/>(With Lot Frontage Deficiency)<br/>1319 Temperance Street – R2 Zoning District<br/>Brand and Julie Evenson<br/>(Appeal No. 5-2011)</b> |              |                  |

TAKE NOTICE that Brad and Julie Evenson have 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 Development Permit for conversion of a one-unit dwelling to a two-unit at 1319 Temperance Street, which is located in an R2 zoning district.

The property is located in an R2 zoning district and Section 8.4.2(2) of the Zoning Bylaw requires that there be a minimum lot frontage of 15.0 meters for a two-unit dwelling.

Based on the information provided, the frontage of the property is 12.19 meters resulting in a deficiency of 2.81 metres.

**The Appellant is seeking the Board's approval for conversion of a one-unit dwelling to a two-unit dwelling with the same building footprint as what currently exists.**

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](mailto:development.appeals.board@saskatoon.ca). Anyone wishing to obtain further information or view the file in this matter can contact the Secretary at 975-2880.

Dated at SASKATOON, SASKATCHEWAN, this 22<sup>nd</sup> day of February, 2012.

Shellie Bryant, Secretary  
Development Appeals Board



*City of*  
**Saskatoon**

Saskatoon Development  
Appeals Board

c/o City Clerk's Office      ph 306•975•8002  
222 - 3rd Avenue North      fx 306•975•7892  
Saskatoon, SK S7K 0J5

B14)

March 2, 2012

His Worship the Mayor  
and Members of City Council

Ladies and Gentlemen:

**Re:    Development Appeals Board Hearing  
      Refusal to Issue Development Permit  
      Proposed Addition to Place of Worship  
      (With Rear Yard Setback Deficiency)  
      107 La Ronge Road – M1 Zoning District  
      JBS Engineering Inc.  
      (Appeal No. 6-2012)**

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,

**Shellie Bryant**  
Secretary, Development Appeals Board

SB:ks

Attachment

Templates\DABs\Mayor.dot



*City of*  
**Saskatoon**

Saskatoon Development  
Appeals Board

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c/o City Clerk's Office      ph 306•975•8002  
222 - 3rd Avenue North      fx 306•975•7892  
Saskatoon, SK S7K 0J5

**NOTICE OF HEARING - DEVELOPMENT APPEALS BOARD**

|               |  |                        |
|---------------|--|------------------------|
| <b>DATE:</b>  | <b>Monday, March 19, 2012</b>  | <b>TIME: 4:00 p.m.</b> |
| <b>PLACE:</b> | <b>Committee Room E, Ground Floor, South Wing, City Hall</b>   |                        |
| <b>RE:</b>    | <b>Refusal to Issue Development Permit<br/>Proposed Addition to Place of Worship<br/>(With Rear Yard Setback Deficiency)<br/>107 La Ronge Road – M1 Zoning District<br/>JBS Engineering Inc.<br/>(Appeal No. 6-2012)</b> |                        |

TAKE NOTICE that JBS Engineering Inc. 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 Development Permit for an addition to the place of worship at 107 La Ronge Road, which is located in an M1 zoning district.

The property is located in an M1 zoning district and Section 9.1.2(8) of the Zoning Bylaw requires that a rear yard setback be provided of not less than 6.0 metres (19.69 feet). Based on the information provided, the rear yard has a setback of 3.81 metres (12.5 feet), resulting in an encroachment of 2.19 metres (7.19 feet).

**The Appellant is seeking the Board's approval of the rear yard setback deficiency in order to accommodate the proposed addition to the place of worship.**

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](mailto:development.appeals.board@saskatoon.ca). Anyone wishing to obtain further information or view the file in this matter can contact the Secretary at 975-2880.

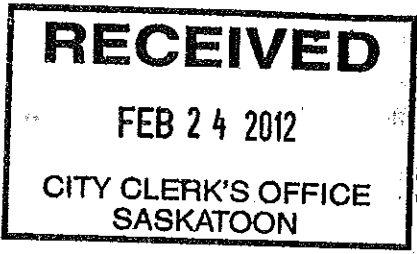
Dated at SASKATOON, SASKATCHEWAN, this 2nd day of March, 2012.

Shellie Bryant, Secretary  
Development Appeals Board

Templates\DABs\Dab-A

6320 (11)

**From:** CityCouncilWebForm  
**Sent:** February 24, 2012 10:16 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:  
  
Kent Zablotzky  
450 Laycock Cres  
Saskatoon  
Saskatchewan  
s7t0k2

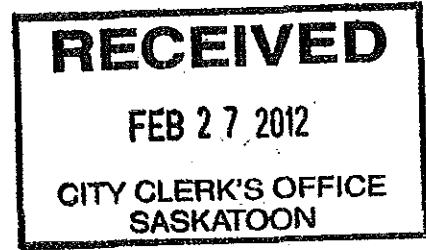
EMAIL ADDRESS:  
  
[kzablotzky@shaw.ca](mailto:kzablotzky@shaw.ca)

COMMENTS:

Everyday there is a quite a few vehicles that excessively speeds down Stonebridge common, I think this is a safety issue for all the small children in the area that are going to be playing in the park and crossing the street to access the park and playground. I have two little children myself and i am concerned about them getting hit by a speeding vehicle travelling down stonebridge common especially between gordon road and galloway road. I would like to see some sort of speed reducing bumps installed on Stonebridge common to slow the traffic down travelling on this road. I have talked to my councilor for my area and there was a traffic study done and results found were that a lot of vehicles were speeding above the speed limit. I am not the only one concerned on this matter.

5500-1  
C2

From: CityCouncilWebForm  
Sent: February 27, 2012 10:38 AM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Nancy Gyurcsik  
515 Kenderdine Road, Unit 141  
Saskatoon  
Saskatchewan  
S7N 4S6

EMAIL ADDRESS:

[nancy.gyurcsik@usask.ca](mailto:nancy.gyurcsik@usask.ca)

COMMENTS:

Dear His Worship the Mayor and Members of City Council

As a professional who promotes equality and equity of sport opportunities in the classroom at the University of Saskatchewan, a former Canada Interuniversity Sport athlete, and strong supporter of athletics, it was with great sadness that I became aware of the Lingerie Football League attempts to establish a team in Saskatoon (Star Phoenix, February 24, 2012). In that same article, the Mayor is as "If our facilities are available and open to rent, how do you say no?"

Assuming that is quote is accurate, it shows support for the financial side of running a City and all of its entities, which I know has to be attended to. However, I raise the more important question of - at what cost to our young girls and women in Saskatoon and society in general? Simply because money could be made should never justify the demeaning and devaluing of any gender and, in the case of the Lingerie Football League, the demeaning and devaluing of women. Taking away from a gender issue and making a more broad exemplar, if the CUC could make money off of any activity that is demeaning and devaluing to any social structural entity in society (e.g., based on gender, race, sexual orientation, social class), would that be permissible?

The Lingerie Football League promotes women playing football in their lingerie. How can this sexualization of women be supported by the City of Saskatoon? If you are interested in learning more about the league, a simply Google search will clearly illustrate how women are devalued and demeaned through the sexualization that this league promotes. Pictures of women's bodies in sexual poses and descriptions of their athletic abilities through sexual language are but only a couple of illustrations of the sexualization that this league is hinged upon. This is not a professional football league by any means. Compare the Lingerie Football League to the Canadian Football League and National Football League. It does not take an academic to see the differences and, if such differences do not cause alarm, one must question his/her moral responsibility to support equality and equity in our society.

It is beyond reproach that in the year 2012, the Lingerie Football League exists and is being supported. Women, girls, and their supporters have a long history of fighting for their



rights to be able to participate in and have an equal playing field with men and boys in all of athletics. Athletics has shown to promote self-esteem, self-confidence, perseverance, character, integrity, physical health, mental health, and a multitude of other benefits.

To send the message to young girls and women that to participate in sport, they must be supremely attractive and dress in lingerie is simply wrong. To not see this as a message of demeaning and devaluing is abhorrent.

To be a supporter of girls and women's participation in athletics can only mean that the Mayor and his Office cannot support that a Lingerie Football team be permitted to play in Saskatoon. To do otherwise, would strip away all that we have fought for in terms of equality and equity in athletics.

With respect,

Nancy Gyurcsik, PhD

5500-1  
C3

From: CityCouncilWebForm  
Sent: February 27, 2012 6:49 PM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Danielle Altrogge  
2325 Albert Ave  
Saskatoon  
Saskatchewan  
S7J1K3

EMAIL ADDRESS:

limehuman\_2@hotmail.com

COMMENTS:

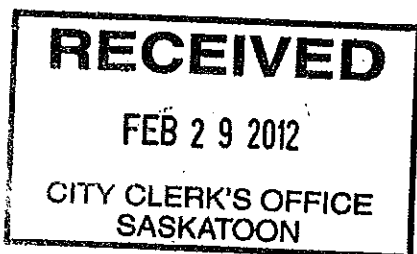
Dear Mayor Don Atchison and City Council Members,

I was extremely disappointed when I heard the announcement of the lingerie football league finding a home in Saskatoon. I was even further disappointed when our mayor replied to disagreement to this installment by saying that the city cannot accommodate the "personal opinions" of some citizens. I do not feel like the degradation of women and calling it sport should be up for question as "personal opinion". It saddens me that this is an acceptable attraction for the city of Saskatoon to promote. We have an awesome female football team already, the Valkyries who promote sport while wearing all their clothes. This promotes the equality of women unlike the lingerie league which promotes the opposite.

Danielle Altrogge

5500 C4

From: CityCouncilWebForm  
Sent: February 29, 2012 11:07 AM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Jake and Irene Klippenstein  
1322 Broadway AVE  
Saskatoon  
Saskatchewan  
S7H 2A6

EMAIL ADDRESS:

[countdown@sasktel.net](mailto:countdown@sasktel.net)

COMMENTS:

We have recently been informed of the approval for a Women's Lingerie Football League for Saskatoon.

In discussion with a lady from AB, who works in a women's recovery center, we learned that the facility there has a policy, "No cleavage, no bellies, no butts" and any infraction thereof is considered sexual abuse.

Being that the public has a good awareness in regards to sexual abuse I couldn't help but wonder how this got approved. I suppose its not in the realm of council's responsibility but I just wanted you to know that not everyone out here has thrown their hat in on this one. Last year the slut walk got green lights and this year (and subsequent years) its the Lingerie League. Makes a citizen wonder what's next.

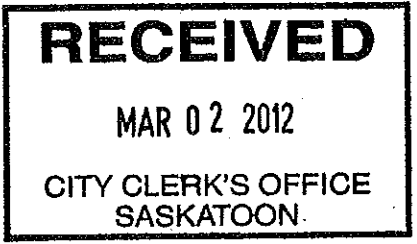
I did check CBC's online vote on whether or not you would attend a game played by the Lingerie League and I was so pleased to see the "NO" votes way out ahead. The public is speaking.

Thank you kindly for being approachable and taking the time to read our email. We still remember the casino issue and appreciated so much the opportunity given to the public voice.

C5)

7830-5

**From:** CityCouncilWebForm  
**Sent:** March 02, 2012 1:32 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

**FROM:**  
  
Marilyn Westwood  
307 La Loche Road  
Saskatoon  
Saskatchewan  
S7K 5E7

**EMAIL ADDRESS:**  
  
m.westwood@sasktel.net

**COMMENTS:**  
  
When is household recycling going to start? I want to know if I should renew my Loraas Recycling contract for another year. I am in favor of individual household recycling bins but I do not want to pay for a year of Loraas and then have City of Saskatoon start mid year 2012 as is stated on this website.

150 - (C6)

From: CityCouncilWebForm  
Sent: March 02, 2012 7:48 AM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Megan Pelletier  
445-51,3rd ave.n  
Saskatoon  
Saskatchewan  
S7k 2j2

EMAIL ADDRESS:

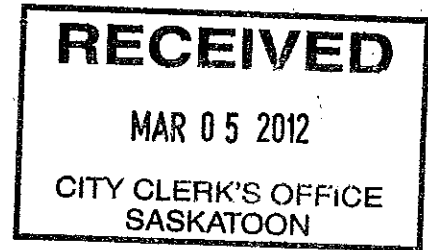
[meganann9@gmail.com](mailto:meganann9@gmail.com)

COMMENTS:

On Feb.8,2012,at approximately 4:30-5:30 pm ,I saw up to 10 or so chemtrails in the sky. Before this the sky was a clear blue . As i'm aware that it is Part of Geo Engineering. Why are they spraying over the city? Is it true that it's Alunimum and Barium,which I believe is so. David Keith is aware of the chemicals being sprayed as well . If you are unaware of this , just look at the sky every week there is a chemtrail to be seen. I recently watched the insightful documentary called What Are They Spraying. Please watch this , you can see it on You Tube. Who is spraying , why , what ,etc, I believe Saskatoon residents have the right to no.Please help but a stop to this. Thank you.

152-1  
C7)

**From:** CityCouncilWebForm  
**Sent:** March 03, 2012 12:45 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

shaun burtney  
106 1435 embassy dr  
saskatoon  
Saskatchewan  
s7m4e5

EMAIL ADDRESS:

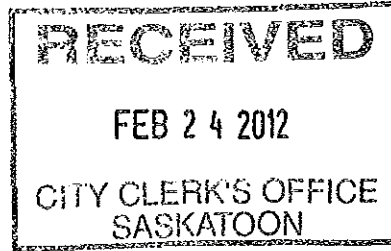
[sburtney@shaw.ca](mailto:sburtney@shaw.ca)

COMMENTS:

i called on the evening of mar 3/12 at ruffy 11pm. there was a dog in distress and showing signs of freezing and officer 138 told me that is not an emergency and will not help. i think its wrong to refuse an animal in need. he then continued to tell me how many calles they get and how many dogs r romming the streets. this info had no relivence to this situation and he was being rude to me. i am shocked that i was talked to like he did. i tryied to catch the dog but couldn't. officer 138 actaully said to me how am i suppost to catch it if u can't. i thought it was thier job to catch aniamls. they r the professionals. i assumed that city employees were suppost to be professional and courteous. officer 138 was nether of those things. i am offened for the way i was treated by officer 138. im sorry if i have offended anyone in this email. that is not my intention. i just wanted help for an animal and was treated poorly by a city employee. i am also sending emails to animal services and city hall managers office. thank u



205-5  
D1)



February 18, 2012

Mayor and City Council  
c/o City Clerk and City Council  
City Hall  
222 Third Avenue North  
SASKATOON, SK S7K 0J5

Your Worship and City Council,

April 28<sup>th</sup> is recognized by the labour movement across Canada as the day when we mourn the victims of workplace accidents or disease and remember their sacrifice. It is also a time for the renewal of our pledge to continue to urge governments to improve health and safety standards and workers' compensation benefits in the workplace.

The Saskatoon and District Labour Council is holding a commemorative service at the Masonic Temple on April 28, 2012 starting at 2:00 p.m. It would be greatly appreciated if the City of Saskatoon would proclaim April 28<sup>th</sup> as an Annual Day of Mourning in recognition of workers killed, injured or disabled on the job.

We thank you for your attention to our request.

In solidarity,  
SASKATOON AND DISTRICT LABOUR COUNCIL

Kelly Harrington  
President

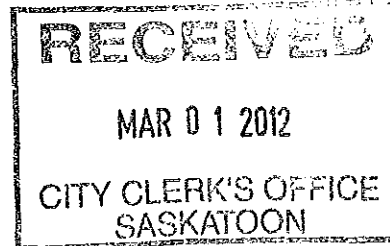
KH/lg  
cope 397

# The Love Foundation, Inc.

505-5  
D2)

February 16, 2012

Mayor Donald J. Atchison  
Janice Mann, City Clerk  
City of Saskatoon  
222 3<sup>rd</sup> Avenue North  
Saskatoon, SK S7K 0J5  
Canada



Dear Mayor Atchison,

In past years your office honored us with an acknowledgement and proclamation recognizing **May 1<sup>st</sup>** as **Global Love Day**. This remarkable document helped us realize a dream by bringing this global idea of love to the people of your state and well beyond.

We are delighted to share that since our initial launch in 2004 over **337 proclamations** from prominent Governors, Mayors, Councils and elected officials have been presented for Global Love Day. Equally amazing, to date we have been contacted by individuals and organizations in over **145 countries** and have **47 volunteer country coordinators** and representatives in all US states sharing this vision in their various cultures and communities.

We are now preparing for our upcoming ninth annual presentation on **May 1, 2012** and we would like to request the privilege of your support once again in officially proclaiming this day as Global Love Day.

Governors and mayors have already started contacting us for this year and we would especially enjoy sharing one from your office. I have enclosed a sample draft for your review and included the list of current proclamations to date. You can see all of the proclamations on our site at [www.thelovefoundation.com](http://www.thelovefoundation.com) along with additional information and recent updates.

On behalf of the Officers, Board of Directors, and Volunteers of *The Love Foundation, Inc.*, we thank you for your kind consideration.

Love, light, and peace,

A handwritten signature in black ink that reads "Harold W. Becker". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Harold W. Becker  
Founder/President



# Proclamation

(Sample)

**Whereas**, *The Love Foundation, Inc.*, a non-profit organization, has announced **GLOBAL LOVE DAY** to facilitate in establishing LOVE & PEACE on our planet;

**Whereas**, **GLOBAL LOVE DAY** will establish a worldwide focus towards "unconditionally loving each other as we love ourselves";

**Whereas**, *We are One Humanity on this planet;*

**Whereas**, *All life is interconnected and interdependent;*

**Whereas**, *All share in the Universal bond of love;*

**Whereas**, *Love begins with self acceptance and forgiveness;*

**Whereas**, *With respect and compassion we embrace diversity;*

**Whereas**, *Together we make a difference through love;*

**Whereas**, *The Love Foundation, Inc.* invites mankind to declare May 1, 2012 as **GLOBAL LOVE DAY**, a day of forgiveness and unconditional love. **GLOBAL LOVE DAY** will act as a model for all of us to follow, each and every day;

**NOW, THEREFORE**, I, \_\_\_\_\_ of \_\_\_\_\_, hereby dedicate and proclaim May 1st, 2012 as: **GLOBAL LOVE DAY** in \_\_\_\_\_ and invite all citizens to observe this day, which honors the public cause for **Global Love, World Peace, and Universal Joy**.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of \_\_\_\_\_ to be affixed this \_\_\_\_ day of \_\_\_\_\_, 2012.

\_\_\_\_\_  
Affix Seal Here

ATTEST:  
  
\_\_\_\_\_

## Global Love Day Proclamations and Documents To Date (2004-2012)

### Canada:

Calgary  
Edmonton  
Halifax  
Ottawa  
Regina  
Saskatoon  
Victoria

### US Governors:

Governor Alaska  
Governor Connecticut  
Governor Florida  
Governor Idaho  
Governor Iowa  
Governor Kentucky  
Governor Maine  
Governor Montana  
Governor New Jersey  
Governor Oklahoma  
Governor Tennessee  
Governor Puerto Rico  
Governor Utah

### US Senate and House:

Senator Nelson of FL  
Senator Martinez of FL  
Congressman Rangel of NY

### US Mayors & Councils:

Addison, TX  
Akron, OH  
Albany, OR  
Anchorage, AK  
Arlington, VA  
Atlanta, GA  
Atlanta City Council, GA  
Baltimore, MD  
Beverly, MA  
Binghamton, NY  
Bolingbrook, IL  
Buffalo, NY  
Burbank, CA  
Calabasas, CA  
Cambridge, MA  
Canton, OH  
Cathedral City, CA  
Cerritos, CA

Cincinnati, OH  
City of Bay City, MI  
Clearwater, FL  
Cleveland, OH  
Columbus, OH  
Cooper City, FL  
Cupertino, CA  
Dallas, TX  
Daly City, CA  
Dayton, OH  
Deerfield Beach, FL  
Delaware, OH  
Denver, CO  
Durham, NC  
Edgewater, FL  
Elk Grove, CA  
Elkhart, IN  
El Paso, TX  
Fairfield, CA  
Fullerton, CA  
Gainesville, FL  
Hamden, CT  
Harrisburg, PA  
Henderson, NV  
Hillsborough County, FL  
Honolulu, HI  
Houston, TX  
Huntington Beach, CA  
Huntington Park, CA  
Iowa City, IA  
Irving, TX  
Jackson, MI  
Jackson, MS  
Key West, FL  
Largo, FL  
La Crosse, WI  
La Verne, CA  
Longview, TX  
Louisville, KY  
Lowell, MA  
Madison, WI  
Malibu, CA  
Manchester, CT  
Memphis, TN  
Michigan City, IN  
Middlesborough, KY  
Milpitas, CA  
Milwaukee, WI  
Minneapolis, MN  
Mobile, AL  
New Castle, PA

New Orleans, LA  
New Smyrna Beach, FL  
New York City, NY  
Noblesville, IN  
North Miami, FL  
Orlando, FL  
Ormond Beach, FL  
Palm Bay, FL  
Palm Springs, CA  
Petersburg, VA  
Philadelphia, PA  
Pine Bluff, AR  
Pinellas County, FL  
Pinellas Park, FL  
Pittsburgh, PA  
Plant City, FL  
Pomona, CA  
Poughkeepsie, NY  
Raleigh, NC  
Reading, PA  
Rochelle, IL  
Rockford, IL  
Sacramento, CA  
Salt Lake City, UT  
San Diego, CA  
San Fernando, CA  
San Francisco, CA  
Sarasota, FL  
Sarasota County, FL  
Savannah, GA  
Sioux Falls, SD  
Solon, OH  
South Daytona, FL  
Sparks, NV  
St Petersburg Council, FL  
Stamford, CT  
Suisun City, CA  
Tampa City Council, FL  
Tampa, FL  
Trenton, NJ  
Tyler, TX  
Vineland, NJ  
Watauga, TX  
Warwick, RI  
Westlake, OH  
Wichita, KS  
Wilmington, DE