



*City of*  
**Saskatoon**

Office of the City Clerk

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

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May 8, 2014

- His Worship Mayor D. Atchison
- Councillor C. Clark
- Councillor T. Davies
- Councillor R. Donauer
- Councillor D. Hill
- Councillor A. Iwanchuk
- Councillor Z. Jeffries
- Councillor M. Loewen
- Councillor P. Lorje
- Councillor E. Olauson
- Councillor T. Paulsen

Dear Committee Members:

**NOTICE OF MEETING  
EXECUTIVE COMMITTEE**

Please take note of the following meeting of the above-noted Committee:

**DATE: MONDAY, MAY 12, 2014**

**TIME: 1:00 P.M.**

**PLACE: COMMITTEE ROOM "A"**

A copy of the agenda is attached.

Please notify the City Clerk's Office in advance of the meeting if you are unable to attend.

Yours truly,

**Joanne Sproule**  
City Clerk

JS:jh

Attachment

- cc: City Manager
- City Solicitor (3)
- Director of Government Relations
- Fire Chief
- Director of Media Relations

- General Manager, Asset & Financial Management Department
- General Manager, Community Services Department
- General Manager, Corporate Performance Department
- General Manager, Transportation & Utilities Department

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## A G E N D A

(OPEN TO THE PUBLIC)

### EXECUTIVE COMMITTEE

MONDAY, MAY 12, 2014, AT 1:00 P.M., COMMITTEE ROOM "A"

#### SECTION A – MINUTES/DELEGATIONS

1. Minutes - of meeting held on April 28, 2014.
2. Annual Meeting with Tourism Saskatoon  
(File No. CK. 1870-10)

RECOMMENDATION: that the information be received.

Attached is a letter and documentation dated May 5, 2014 from Todd Brandt, President & CEO of Tourism Saskatoon.

Mr. Brandt and the Board Chair, Lynn McGauhey will be available at 1:00 p.m. to make a presentation.

3. 2013 Annual Report of the Crime Free Multi-Housing Advisory Committee  
(File No. CK. 430-13)

RECOMMENDATION: that the information be received.

City Council, at its meeting held on March 31, 2014, considered the attached 2013 Saskatoon Crime Free Multi-Housing (CFMH) Annual Report and resolved that the matter be referred to Executive Committee to receive a presentation.

Ms. Donna Thiessen will be available at 1:15 to make a presentation.

#### SECTION B – DECISION ITEMS

1. North Downtown Master Plan – Interim Report #2  
(File No. CK. 4130-13)

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

**AGENDA  
(OPEN TO THE PUBLIC)  
EXECUTIVE COMMITTEE  
MONDAY, MAY 12, 2014  
Page 2**

- 1) that the North Downtown Master Plan include the concept of a Bridge Park over the CP rail line with a combination of a park and traffic bridge;
- 2) that the North Downtown Master Plan be completed and the concept plan be submitted to City Council for approval; and
- 3) that the Administration report further on the Area Revitalization Program as an option to finance the North Downtown Project.

Attached is a report of the General Manager, Corporate Performance Department dated May 5, 2014, regarding the above matter.

2. Governance Review  
(File No. CK. 0255-2) \_\_\_\_\_

- RECOMMENDATION:
- 1) that the information be received; and
  - 2) that the direction of the Committee issue.

Attached is a report prepared by the Director of Government Relations dated May 12, 2014, providing an overview of the procedures and practices that selected western Canadian cities have adopted to give their elected officials tools to represent their constituents' interests and concerns or their own interests and concerns at City Council meetings.

Also attached is a report of the City Solicitor dated May 12, 2014, outlining the methodology used in preparing the proposed bylaw, *The Procedures and Committee Bylaw, 2014*. The report also explains the procedural provisions which will be included in the bylaw.

The Director of Government Relations and the City Solicitor will be available to discuss the above reports.

May 5, 2014

To: Executive Committee of Council  
From: Todd Brandt  
Re: Presentation by Tourism Saskatoon

I am pleased to provide you with the following documents in preparation for the meeting. These documents are in keeping with the recommendations from the 2004 Program Audit completed by Bob Prosser and Associates.

Package Index

- 2013 Measures - Final
- 2013 Audited Statements
- 2014 World Markets Map and Highlight Sheet
- 2014 Measures – Planned (results to April 2014 are plotted)
- 2014 Operating and Capital Budget summary, including statement of leveraging ratio of City Funding

I look forward to our discussions.

Sincerely,

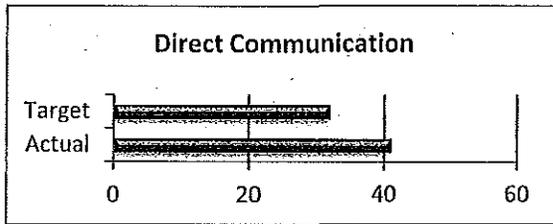


Todd Brandt,  
President & CEO

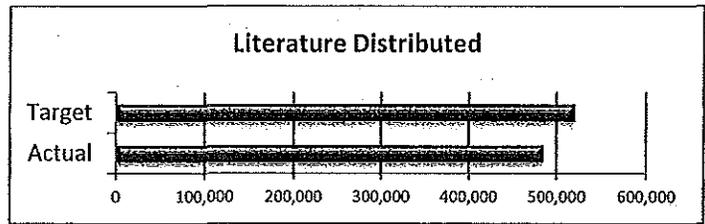
# 2013 Measures - Dashboard - December 31, 2013

## Membership

### Direct Communications with Membership

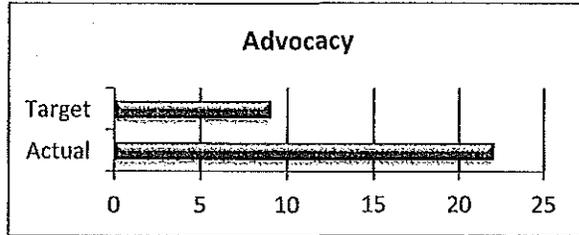


### Increase Awareness of Events and Attractions

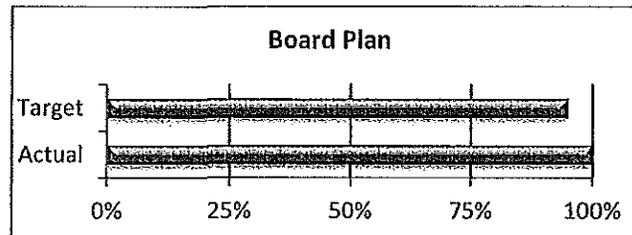


## Administration/Industry Development

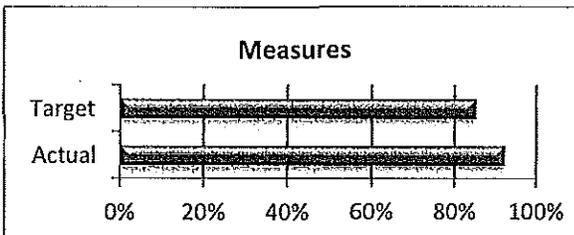
### Advocate on Behalf of Industry (MLA/MP, Councillor briefings)



### Administer Board Plan



### Measures Achieved



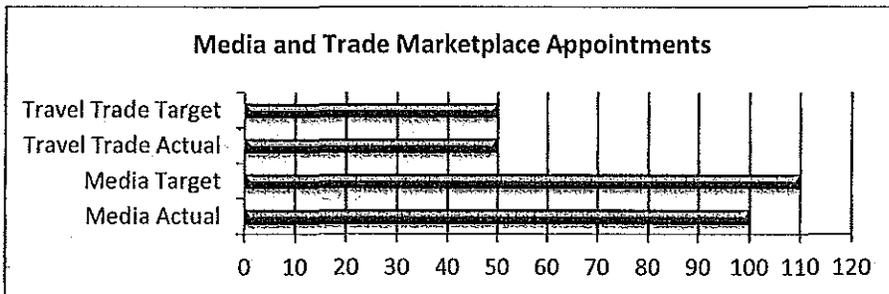
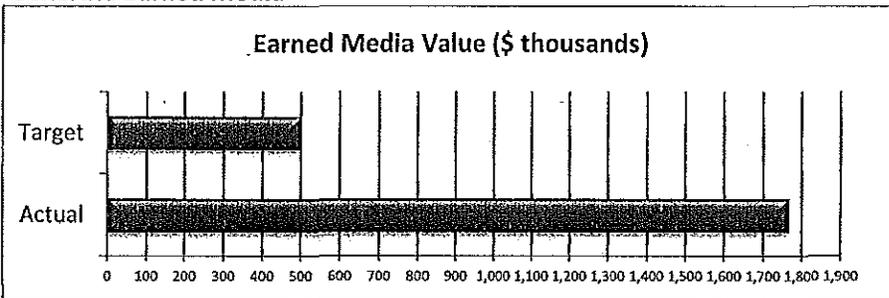
Clean Audit

YES

NO

## Media

### Generate Earned Media

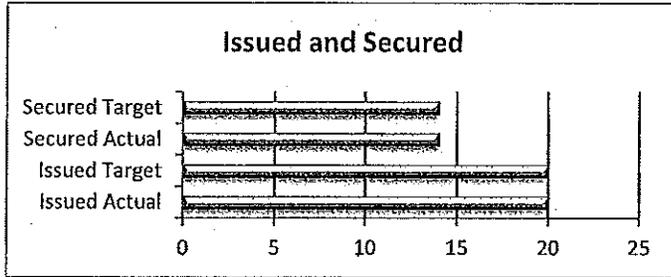


**Klout Score:** Target 57 Actual 55  
**Facebook Total Reach:** Target 280 Actual 2995

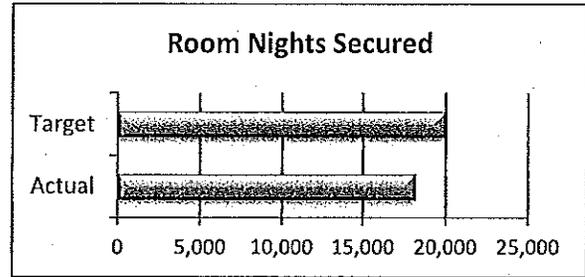
# 2013 Measures - Dashboard - December 31, 2013

## Conventions and Events

### Bids Issued and Secured



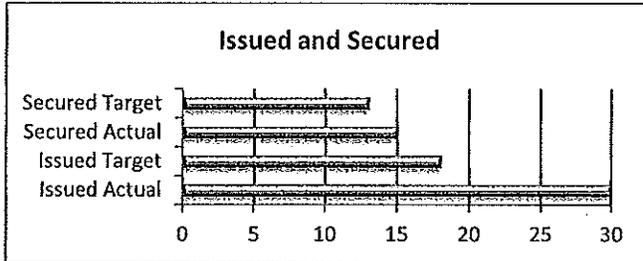
### Room Nights Secured



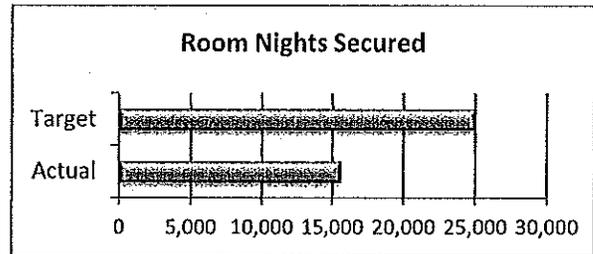
<i>Conduct Sales Appointments</i>	Target	90	Actual	71
<i>Site Visits Hosted</i>	Target	15	Actual	15

## Sport Tourism

### Bids Issued and Secured



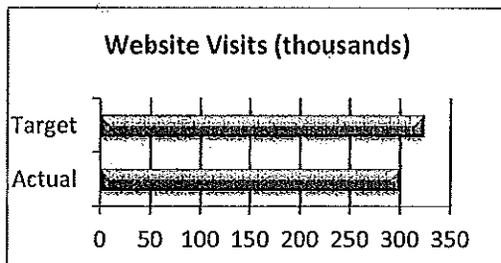
### Room Nights Secured



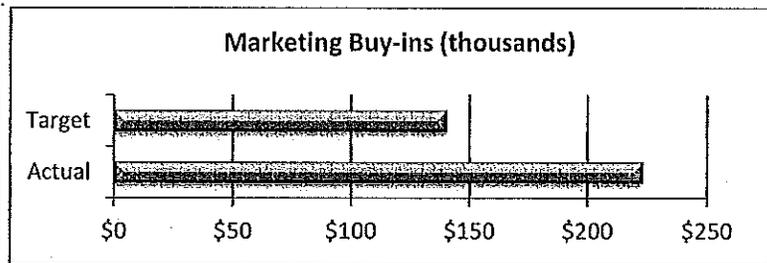
\*Bids submitted and pending decision 4

## Leisure Marketing

### Generate Website Visits



### Secure Partner (non-DMF) Marketing Buy-ins



Financial Statements of

**SASKATOON VISITOR &  
CONVENTION BUREAU INC.**

Year ended December 31, 2013



KPMG LLP  
Chartered Accountants  
500 - 475 Second Avenue South  
Saskatoon Saskatchewan S7K 1P4  
Canada

Telephone (306) 934-6200  
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## INDEPENDENT AUDITORS' REPORT

To the members

We have audited the accompanying financial statements of Saskatoon Visitor & Convention Bureau Inc. ("the Entity"), which comprise the statement of financial position as at December 31, 2013 and the statements of operations, changes in net assets and cash flows for the year then ended and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatoon Visitor & Convention Bureau Inc. as at December 31, 2013, and its results of operations and its cash flows for the year then ended December 31, 2013 in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Accountants

Saskatoon, Canada

March 4, 2014

KPMG LLP, is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

# SASKATOON VISITOR & CONVENTION BUREAU INC.

## Statement of Financial Position

December 31, 2013, with comparative figures for 2012

	2013	2012
<b>Assets</b>		
Current assets:		
Cash	\$ 193,159	\$ 255,369
Restricted cash (note 10)	-	289,262
Short-term investments	153,473	98,405
Accounts receivable	26,778	26,859
Accounts receivable - Destination Marketing Strategy	527,429	513,036
Inventories	4,240	5,302
Prepaid expenses and deposits	138,946	138,044
	<u>1,044,025</u>	<u>1,326,277</u>
Property and equipment (note 3)	316,213	230,702
	<u>\$ 1,360,238</u>	<u>\$ 1,556,979</u>

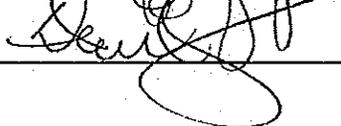
## Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 222,063	\$ 120,614
Deferred contributions (note 5)	480,088	905,998
	<u>702,151</u>	<u>1,026,612</u>
Deferred contributions for property and equipment (note 6)	292,228	175,279
Net assets:		
Operating surplus	253,551	220,163
Equity in property and equipment	112,308	134,925
	<u>365,859</u>	<u>355,088</u>
Commitments (note 7)		
	<u>\$ 1,360,238</u>	<u>\$ 1,556,979</u>

See accompanying notes to financial statements.

On behalf of the Board:

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

# SASKATOON VISITOR & CONVENTION BUREAU INC.

## Statement of Operations

Year ended December 31, 2013, with comparative figures for 2012

	2013	2012
Revenue:		
Partnership projects and sales (note 8)	\$ 2,524,629	\$ 2,028,955
City of Saskatoon	392,000	383,900
Membership	82,348	86,567
Amortization of deferred contributions	44,238	27,041
In-kind revenue	7,483	12,915
	<u>3,050,698</u>	<u>2,539,378</u>
Expenses:		
Leisure, travel and convention marketing	2,756,891	2,237,318
Visitor services	139,358	154,262
Membership services	136,195	140,452
In-kind expenses	7,483	12,915
	<u>3,039,927</u>	<u>2,544,947</u>
Excess (deficiency) of revenue over expenses	\$ 10,771	\$ (5,569)

See accompanying notes to financial statements.

# SASKATOON VISITOR & CONVENTION BUREAU INC.

## Statement of Changes in Net Assets

Year ended December 31, 2013, with comparative figures for 2012

	Operating surplus	Equity in property and equipment	Total 2013	Total 2012
Balance, beginning of year	\$ 220,163	\$ 134,925	\$ 355,088	\$ 360,656
Excess (deficiency) of revenue over expenses	33,388	(22,617)	10,771	(5,569)
Purchase of property and equipment	(152,366)	152,366	-	-
Allocation of deferred contributions	152,366	(152,366)	-	-
Balance, end of year	\$ 253,551	\$ 112,308	\$ 365,859	\$ 355,087

See accompanying notes to financial statements.

# SASKATOON VISITOR & CONVENTION BUREAU INC.

## Statement of Cash Flows

Year ended December 31, 2013, with comparative figures for 2012

	2013	2012
Cash flows from (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ 10,771	\$ (5,569)
Items not involving cash:		
Amortization of property and equipment	66,855	49,702
Amortization of deferred contributions	(44,238)	(27,041)
Change in non-cash operating working capital:		
Accounts receivable	81	73,688
Accounts receivable - Destination Marketing Strategy	(14,393)	(113,779)
Inventories	1,062	357
Prepaid expenses and deposits	(902)	(33,810)
Accounts payable and accrued liabilities	101,449	57,642
Deferred contributions	(425,910)	265,136
	(305,225)	266,326
Financing activities:		
Principal payments on long-term debt	-	(173,725)
Investing activities:		
Purchase of property and equipment	(152,366)	(15,818)
(Increase) decrease in investments	(55,068)	189,756
Deferred contributions for property and equipment (note 6)	161,187	22,800
Restricted cash	289,262	(119,037)
	243,015	77,701
Increase (decrease) in cash	(62,210)	170,302
Cash, beginning of year	255,369	85,067
Cash, end of year	\$ 193,159	\$ 255,369

See accompanying notes to financial statements.

# SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements

Year ended December 31, 2013

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## General:

Saskatoon Visitor and Convention Bureau Inc. (the "Bureau") is incorporated under the *Non-Profit Corporations Act of Saskatchewan* and operates as Tourism Saskatoon with a mission to realize economic benefits for Saskatoon through tourism. The Bureau is not liable for federal or provincial income taxes under the Income Tax Act (Canada).

### 1. Economic dependence:

Ongoing operation of the Bureau is dependent on continuing support of the City of Saskatoon and the membership of the Bureau.

### 2. Significant accounting policies:

#### (a) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the reporting period. Areas that require significant management estimates include the valuations of accounts receivables and the useful lives of property and equipment. Actual results could differ from these estimates.

#### (b) Cash:

Cash consists of cash and cash equivalents with an initial term to maturity of three months or less.

Restricted cash consists of cash received from Destination Marketing Strategy contributions where the cash received is restricted for purposes of the related agreement for expenditure of the funds received.

# SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2013

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## 2. Significant accounting policies (continued):

### (c) Financial instruments:

Financial assets and liabilities are initially recognized at fair value and their subsequent measurement is dependent on their classification as described below:

- Cash, restricted cash and short-term investments are measured at fair value. Fair value fluctuations in these assets which may include interest earned, interest accrued, gains and losses realized on disposal and unrealised gains and losses are included in revenue.
- Accounts receivable, accounts receivable - Destination Marketing Strategy and accounts payable and accrued liabilities are recorded at amortized cost.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Bureau determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Bureau expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

### (d) Property and equipment:

Property and equipment are stated at cost. Amortization is provided over the estimated useful lives of the assets using the following methods and annual rates:

Property and equipment	Method	Rate
Information centres	Declining balance	10%
Furnishings and equipment	Declining balance	20%
E-Commerce	Declining balance	30%
Leasehold improvements	Straight-line	10%

# SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2013

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## 2. Significant accounting policies (continued):

### (e) Net assets:

The Bureau segregates net assets between operating surplus and equity in property and equipment.

Operating surplus represents amounts available for on-going operation of the Bureau.

Equity in property and equipment represents property and equipment less unamortized capital contributions used to purchase property and equipment.

### (f) Inventories:

Inventories of promotional items and various publications for resale are valued at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis. Net realized value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

### (g) Revenue recognition:

The Bureau recognizes revenue from grants as earned based on the terms of the agreements. Membership revenue is recognized when received. Revenue from fees, contracts and items for resale are recognized when the services are provided or the goods are sold.

The Bureau recognizes revenue and expenses for contributed products and services that would otherwise have been purchased by the Bureau, at the estimated value of such products and services. The current year's membership revenue includes \$3,919 of in-kind memberships (2012 - \$1,266).

Revenue received for externally restricted special projects where the related costs will be incurred in future periods is deferred on the statement of financial position. These revenues will be recorded on the statement of operations in the period when the related costs are incurred.

# SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 2. Significant accounting policies (continued):

### (h) Allocation of general administration expenses:

The Bureau classifies expenses on the statement of operations by function. The Bureau allocates certain costs by identifying the appropriate basis of allocating and applying that basis consistently each year. Administration expenses are allocated based on estimates of staff activities and resource usage.

Administration expenses of \$421,833 (2012 — \$444,318) have been allocated as follows:

	2013		2012	
Leisure, travel and convention marketing	\$	316,375	\$	333,238
Visitor services		63,275		66,648
Membership services		42,183		44,432
	\$	421,833	\$	444,318

## 3. Property and equipment:

	2013		2012	
	Cost	Accumulated amortization	Net book value	Net book value
Furnishings and equipment	\$ 372,943	\$ 327,463	\$ 45,480	\$ 48,703
E-Commerce	390,539	243,130	147,409	34,360
Information centres	77,635	69,018	8,617	9,575
Leasehold improvements	230,275	115,568	114,707	138,064
	\$ 1,071,392	\$ 755,179	\$ 316,213	\$ 230,702

## 4. Accounts payable:

Included in accounts payable and accrued liabilities are government remittances payable of \$1,522 (December 31, 2012 - \$8,130), which includes amounts payable for GST and PST.

# SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 5. Deferred contributions:

The Bureau receives operational and special project funding that has been deferred and will be recognized as revenue on the statement of operations in the year to which the funding relates. All deferred contributions relate to the next fiscal year. Deferred contributions is comprised of funding from the following sources:

	2013	2012
Destination Marketing Strategy (note 10)	\$ 336,801	\$ 802,298
City of Saskatoon	106,950	103,700
Canadian Country Music Awards	36,337	-
	<u>\$ 480,088</u>	<u>\$ 905,998</u>

Restricted cash of \$nil (2012 - \$289,261) relates to deferred contributions from Destination Marketing Strategy (See Note 10).

## 6. Deferred contributions for property and equipment:

Deferred contributions for property and equipment is comprised of the unamortized contributions used to purchase property and equipment and the contributions that have not yet been used to purchase property and equipment. The amortization of these deferred contributions is recorded as revenue in the statement of operations.

	2013	2012
Balance, beginning of year	\$ 175,279	\$ 179,520
Additional contributions received:		
City of Saskatoon	22,800	22,800
Destination Marketing Strategy (note 10)	138,387	-
Less amounts amortized to revenue	(44,238)	(27,041)
	<u>\$ 292,228</u>	<u>\$ 175,279</u>

The balance of unamortized capital contributions and unspent contributions related to property and equipment consists of the following:

	2013	2012
Unamortized capital contributions used to purchase assets	\$ 203,904	\$ 95,776
Unspent contributions	88,324	79,503
	<u>\$ 292,228</u>	<u>\$ 175,279</u>

# SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 7. Commitments:

The Bureau is committed to marketing support bids through the fiscal year 2014 and leases office space and office equipment under long-term operating leases which expire in the fiscal years through 2018.

Future payments are estimated as follows:

	Marketing support bids	Office space	Equipment	Total
2014	\$ 35,000	\$ 72,597	\$ 8,297	\$ 115,894
2015	33,000	72,597	8,297	113,894
2016	-	72,597	8,297	80,894
2017	-	72,597	5,098	77,695
2018	-	48,398	2,392	50,790
	\$ 68,000	\$ 338,786	\$ 32,381	\$ 439,167

## 8. Partnership projects and sales:

	2013	2012
Saskatoon Hotel Association	\$ 2,333,718	\$ 1,712,767
Saskatchewan Tourism Authority	100,000	175,000
Member events, sales missions, advertising and other	82,629	131,192
Sales of specialty items and maps	8,282	9,996
	\$ 2,524,629	\$ 2,028,955

# SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2013

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## 9. Financial risks and concentration of credit risk:

### (a) Liquidity risk:

Liquidity risk is the risk that the Bureau will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Bureau manages its liquidity risk by monitoring its operating requirements. The Bureau prepares budgets to ensure it has sufficient funds to fulfill its obligations.

### (b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in financial loss. The Bureau is exposed to credit risk with respect to accounts receivable. The Bureau assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

### (c) Interest rate risk:

The Bureau is exposed to interest rate risk arising from fluctuation in interest rates on amounts invested in interest bearing accounts and short term investments.

## 10. Destination Marketing Strategy Contributions:

On March 14, 2012 the Bureau signed an agreement with the Saskatoon Hotel Association to provide funding to the Bureau for the Destination Marketing Strategy Program to increase total overnight visitation and expenditures to Saskatoon. The agreement is for the period April 1, 2012 to March 31, 2015. Funding received and current expenditures for each of the years ended December 31, 2013 and 2012 are as follows:

# SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 10. Destination Marketing Strategy Contributions (continued):

	2013	2012
Funding:		
Destination Marketing	\$ 3,067,727	\$ 2,682,518
Expenditures:		
Saskatchewan market	431,998	315,932
Salaries and benefits	362,410	329,873
Travel media promotions	207,508	105,784
Saskatoon Sports Tourism Inc.	207,860	144,705
Web marketing	207,257	132,721
Printing	193,089	113,589
Joint marketing	153,700	125,500
Software purchase	138,387	-
Alberta market	121,778	85,083
International market	109,138	30,744
Initiatives	91,056	81,501
Business plan development	85,000	43,700
Research	57,641	12,244
Other market	57,233	40,938
Familiarization tours	54,166	36,038
Administrative	35,277	38,335
Images	29,765	13,685
Meetings	29,567	25,669
Memberships	25,962	22,748
Contract services	23,500	94,486
Manitoba market	18,881	-
Canadian Society of Association Executives	16,954	20,278
Campaign design	16,044	29,684
Local planners	11,922	10,807
Travel trade Rendez-vous Canada	8,387	3,684
Marketing	8,147	5,212
Writing services	7,219	5,787
Travel media	6,777	6,360
Saskatchewan Association of Travel Writers	5,530	-
Communications and promotions	4,500	2,000
Consumer shows	4,273	3,133
	2,730,926	1,880,220
Deferred contributions	\$ 336,801	\$ 802,298

# SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2013

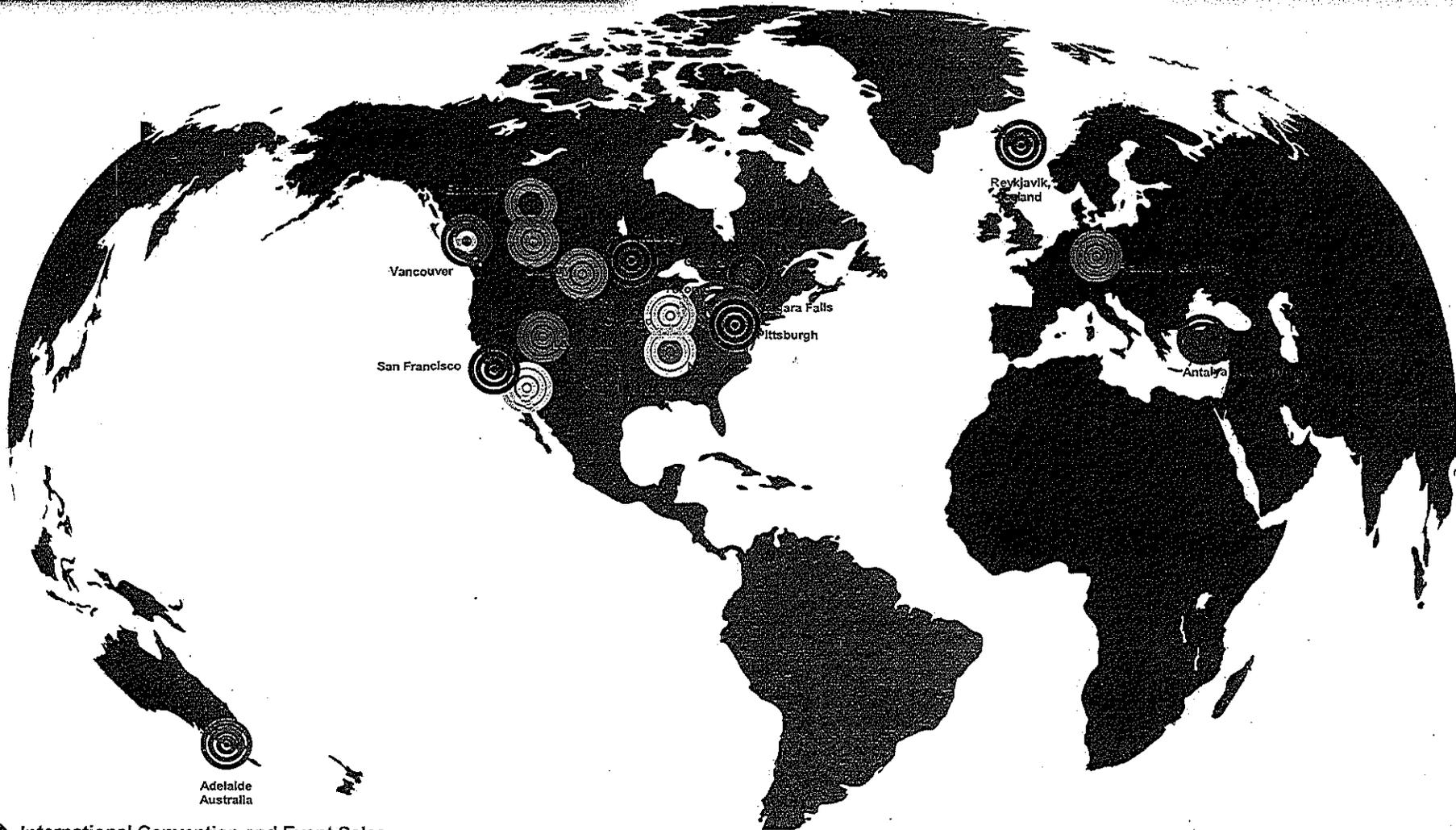
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## 10. Destination Marketing Strategy Contributions (continued):

An analysis of deferred contributions is as follows:

Balance, beginning of year	\$ 802,298	\$ 569,482
Cash received	2,251,036	1,999,257
Accounts receivable, end of year	527,429	513,036
Accounts receivable, beginning of year	(513,036)	(399,257)
Expenditures	(2,730,926)	(1,880,220)
<b>Balance, end of year</b>	<b>\$ 336,801</b>	<b>\$ 802,298</b>
<b>Restricted cash</b>	<b>\$ -</b>	<b>\$ 289,262</b>

# Tourism Saskatoon 2014 Marketplaces



## International Convention and Event Sales

*Sales Mission*, April, Vancouver, CAN  
*American Society of Association Executives (ASAE)*, August, Nashville, TN, USA  
*Imex America (America's Worldwide Exhibition for incentive travel, meetings and events)*  
 October, Las Vegas, NV, USA  
*StemFest*, October, Adelaide, AUSTRALIA  
*IMEX Frankfurt*, Frankfurt, GERMANY



## National Convention and Event Sales

*Tête à tête*, February, Ottawa, CAN  
*Canadian Society of Professional Event Planners*, February, Ottawa, CAN  
*Ignite*, April, Toronto, CAN  
*MPI Awards*, May, Ottawa, CAN  
*Incentive Works*, August, Toronto, CAN  
*Canadian Society of Association Executives National*, October, Niagara Falls, CAN  
*Sales Missions*, April, May, November and December, Ottawa/Toronto, CAN



## Consumer Shows

*Edmonton Home & Garden*, March, Edmonton, CAN  
*Calgary Stampede*, July, Calgary, CAN  
*Farm Progress Show*, June, Regina, CAN



## Sports Tourism

*Canadian Sport Tourism Alliance*, April, Edmonton, CAN  
*Sport Accord*, April, Antalya Belek, TURKEY  
*Tourism Event Management in Sport*, USA



## Travel Media

*Canada Media Marketplace*, April, San Francisco, CA, USA  
*Travel Media Association of Canada*, May, Pittsburgh, PA, USA  
*GoMedia*, August, Winnipeg, CAN  
*Society of American Travel Writers*, September, Reykjavik, ICELAND



## Travel Trade

*Travel Exchange/NTA*, February, Los Angeles, CA, USA  
*Rendez-vous*, May, Vancouver, CAN  
*World Routes 2014*, October, Chicago, IL, USA  
*American Bus Association Marketplace*, January, Nashville, TN, USA



# Tourism Saskatoon

## Tourism Saskatoon – Highlight Sheet

### 1. Bureau Location and Geographic Region – Saskatoon and Region

### 2. Organizational Status (public/private, membership, Board of Directors, incorporated)

- Membership-based Not-For-Profit (430 members)
- 15-member Board of Directors; Policy Governance structure
- Conventions Saskatoon Committee and Saskatoon Sports Tourism are key structures for action

### 3. Source of Revenues 2013

• Municipal	\$	392,000
• Tourism Saskatchewan	\$	150,000
• DMF (2%)	\$	2,619,515
• Memberships	\$	98,740
• Other Investments	\$	57,900
	\$	<u>3,318,155</u>

### 4. Budget Allocation

• Marketing	\$	2,241,165
• Admin/Operations	\$	147,510
• Wages & Benefits	\$	862,130
• Visitor Services	\$	31,650
• Member Services	\$	35,700
	\$	<u>3,318,155</u>

### 5. Destination Stats

- 1.02 M rooms sold in 2012, up 6.2% from 2011
- Average occupancy – 2012: 74.3% (#1 in Canada of 62 cities in 2008, 2009, 2010, 2011, and 2012) and REVPAR up 6.4%.
- Air Traffic was 1.4 M passenger movements, up 4.7% from 2013.
- 2011 stats – 2.52 million Canadian visitors per year, expenditure \$553 million (30% of provincial industry)

## 6. Marketing Highlights

- Seventh year managing Saskatoon's Destination Marketing Program. Mentoring many other communities in and out of the province.
- Generated \$525,000 in earned media ad equivalency and 33.7 million impressions.
- .
- Will participate in 23 trade events and 6 sales missions in Canada, the US and overseas in 2014
- Hosted the Travel Media Association of Canada Conference in June, 2013.
- New CRM and Website with integrated Social Media platform in 2013.

## 7. Operational Highlights

- Accredited by Destination Marketing Association International, one of only six in Canada
- Continue to incubate new events, and formed joint marketing partnerships with 18 other events and attractions.
- Trails of 1885 becoming a major program linking Alberta, Saskatchewan and Manitoba
- 91% compliance with 159 measures in 2013.

## 8. Major Issues/Trends/Plans

- It is time to create a new 5-year Strategic Plan with a focus on community ambassadorship, customer service, environmental stewardship, partnerships and communications.
- 8 new hotel properties will create additional pressure to maintain occupancy rates.
- HR recruitment, training and retention continue to be a major need.
- We are developing a major infrastructure deficit for competitive sport facilities – including a stadium.
- National funding for the Canadian Tourism Commission has dropped us to 18<sup>th</sup> in World Rankings for arrivals even though we have the second strongest country brand.
- The cost of Air Travel in Canada ranks 106<sup>th</sup> in the world – a very bad thing!

## 9. Name & Contact Information

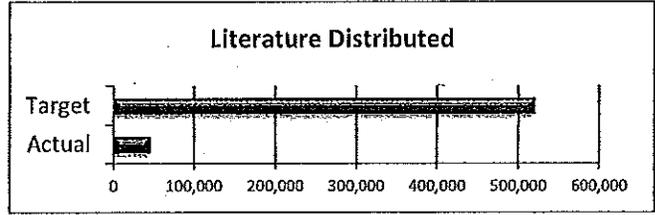
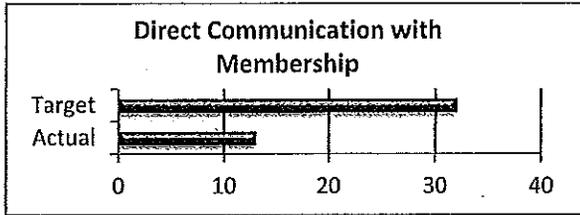
- Todd Brandt  
President & CEO  
101 – 202 4<sup>th</sup> Avenue North  
Saskatoon, SK S7K 0K1

Phone: 306-931-7574

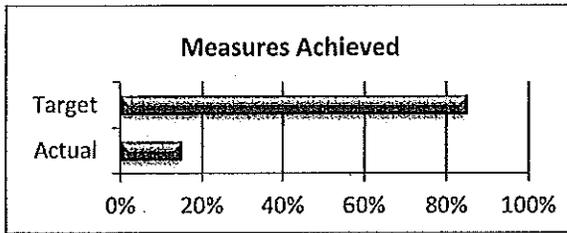
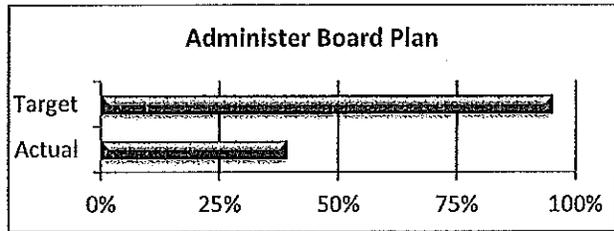
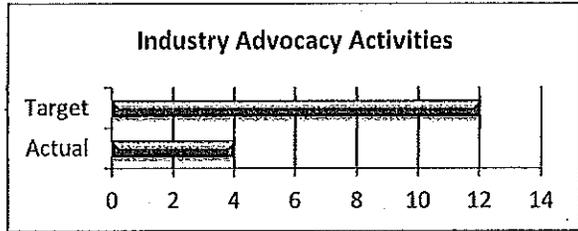
Email: [tbrandt@tourismsaskatoon.com](mailto:tbrandt@tourismsaskatoon.com)

# 2014 Measures - Dashboard - Updated April 2014

## Membership



## Administration/Industry Development

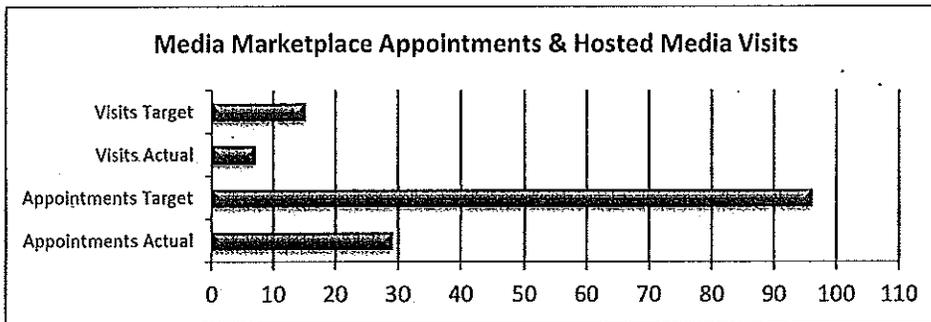
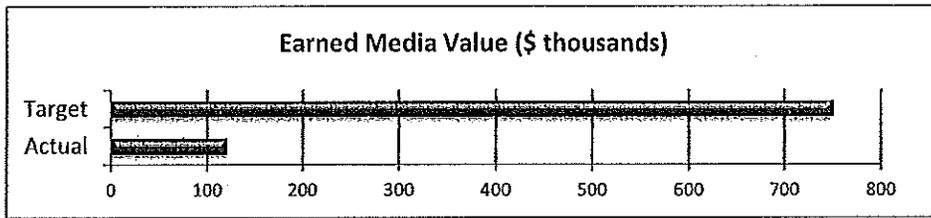


Clean Audit



NO

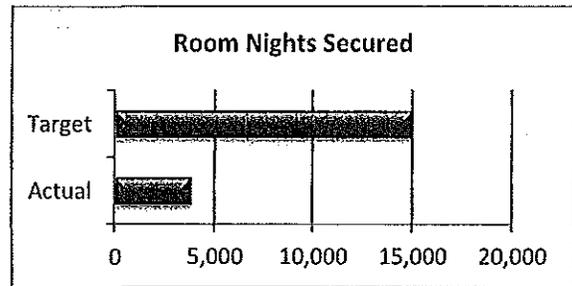
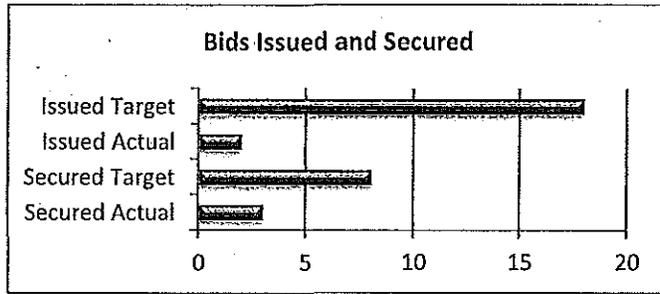
## Media



<i>Klout Score:</i>	Target	55	Actual	52
<i>Facebook Total Reach:</i>	Target	2800	Actual	1397
<i>Facebook Engaged Users daily:</i>	Target	100	Actual	52

# 2014 Measures - Dashboard - Updated April 2014

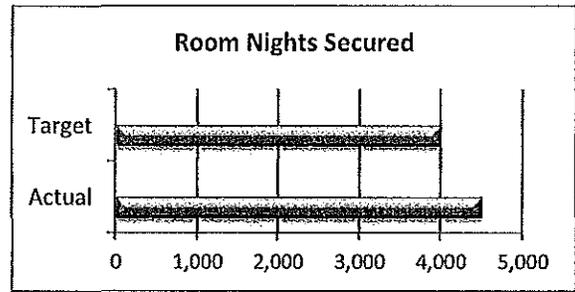
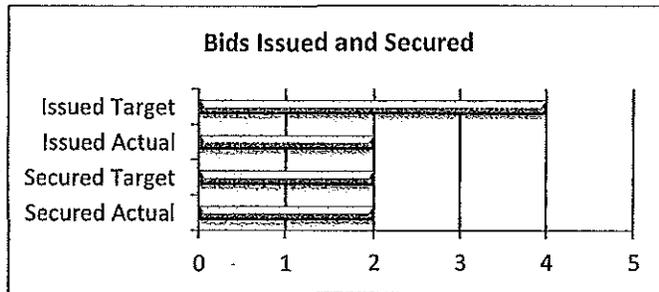
## National Conventions and Events



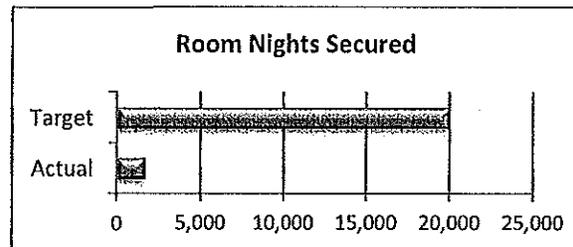
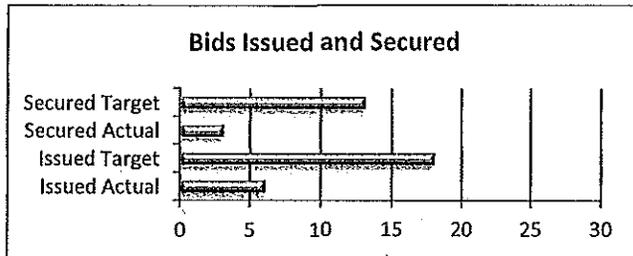
Conduct Sales Appointments  
Site Visits Hosted

Target	45	Actual	12
Target	15	Actual	3

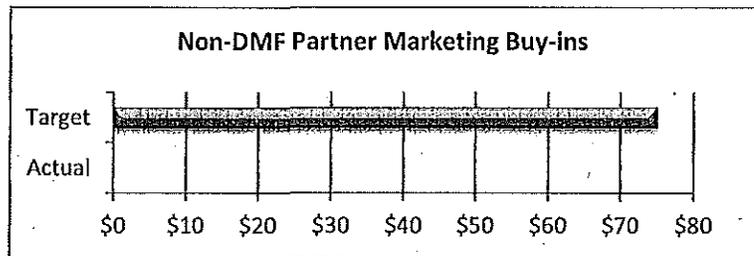
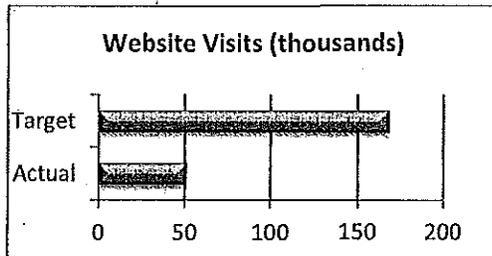
## International Conventions and Events



## Sport Tourism



## Leisure Marketing



Experience Passes booked/distributed  
Target: 900  
Actual: 300

Travel Trade Marketplace Appointments  
Target: 69  
Actual: 40



### Leveraging Comparison - Year to year

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Budgeted Revenue	873,375	923,574	1,106,385	1,299,977	966,901	1,909,613	2,174,909	3,062,725	2,989,653	2,645,495	2,539,378
City Fee for Service	271,200	321,200	321,200	325,857	328,898	333,832	341,700	353,400	368,100	368,100	372,009
Leveraging Ratio	2.22:1	1.88:1	2.44:1	2.99:1	1.94:1	4.72:1	5.36:1	7.67:1	7.1:1	6.2:1	5.8:1

	2013	2014 Projected
Budgeted Revenue	3,050,698	3,925,244
City Fee for Service	392,000	405,000
Leveraging Ratio	6.8:1	8.7:1

# Saskatoon Crime Free Multi-Housing (CFMH)



## Annual Report for 2013

Prepared by CFMH Advisory Committee



Saskatchewan Housing Corporation  
An Agency of Social Services



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## 1. Executive Summary

Consistently each year since 2010 the Crime Free Multi-Housing (CFMH) program has been able to recruit 2/3 of the rental properties with the highest occurrences. While working with the majority of the most troubled properties, we are able to achieve greater positive change overall when compared with the non-CFMH rental properties.

In Pleasant Hill, the neighborhood that was initially identified in 2010 as the neighborhood with the highest number of rental properties and with the majority of properties with the highest level of occurrences, we have seen remarkable changes. With 75% participation in CFMH, there has been an increase of 15% in the number of properties with low occurrences. The number of properties with moderate occurrences has decreased by 12%. CFMH is currently addressing a short term trend (last 6 months) in which 10% of the properties have seen the crimes increase.

- When comparing CFMH properties to non –CFMH properties and trends in “nuisance” calls for service, we estimate that at least 750 calls and 250 reports were NOT made in 2013 as a result of the CFMH program.
- Phase 1 – intake of 24 rental properties in East division, 5 properties in Northwest and 19 in Central (48 properties in total or 6% of Saskatoon market). Properties come into the program by having someone attend a Phase 1, by hiring someone with the Phase 1 certification or by participating landlords acquiring properties. All three occurred in 2013.
- Phase 2 – 25 properties inspected in Central, 6 in East Division and 5 in Northwest for total of 36 new assessments completed in 2013.
- Phase 3 – 8 new properties added – 4 in Central and 4 in Northwest.
- Approaching Maturity – Since 2010, more than 300 people have taken the Phase 1 training seminar and 175 rental properties have had a security assessment completed. Currently there are 25 properties that are fully certified. In 2013 we began several measures to update the phases of the program. Four “renewal” seminars were held for landlords to update the Phase 1 focused on fraud, illegal drugs, mental health and personal safety. We also began re-assessing properties that had an audit done in 2010. As a result, the number of new Phase 2 assessments is lower than in previous years.
- Addition of the Community Liaison position. The addition of this temporary 2 year term position has created several key growth areas for the program including conducting over 80 visits to community agencies to promote the safe housing list provided by CFMH, the addition of a newsletter focused on current and seasonal crime trends at rental properties, coordinating a community barbecue for Pleasant Hill rental properties in the fall of 2013 and a daily update regarding the previous day’s calls to landlords in the program. We look forward to the position review in 2014 and anticipate the position being made permanent. The next big project is a landlord’s conference in 2015.

## 2. Background

### 2.1. Crime Free Multi-Housing Program Development

Development of the Crime Free Multi-Housing (CFMH) program has continued since January 2010 when the first Phase 1 training seminar was held. Over 300 people have attended the 13 training seminars held since that time. In April, 2012 a 2- year term Community Liaison position was hired to support the work of the program; a decision about whether to continue this position will be made in 2014.

The phase 1 seminars have reached maturity with the majority of the participants now representing new employees of existing clients. The Phase 1 certification must be renewed every 3 years; this maintenance stage of renewal started in 2013.

Phase 2 will not reach maturity until the majority of the assessments have been completed, probably sometime in 2014. The Phase 2 inspection must be renewed every 3 years; the renewals started in 2013.

Phase 3 is clearly in a developmental stage with only 25 properties represented at this level in the program. The Phase 3 social must be held annually to maintain certification.

## 3. Highlights of the 2013 Year

### 3.1. Program Summary

- **Phase 1** – By the end of 2013, landlords managing 409 rental properties (+11832 suites or 52% of the Saskatoon market) had attended the Phase 1 training seminar. In 2013, three Phase 1 training seminars were held with 55 people attending; 13 of these people represented properties new to the CFMH program (26 sites with 828 rental units). Several of the landlords in the program have purchased additional properties and have identified the CFMH program as a key support for their business expansion.

### 2013 Program

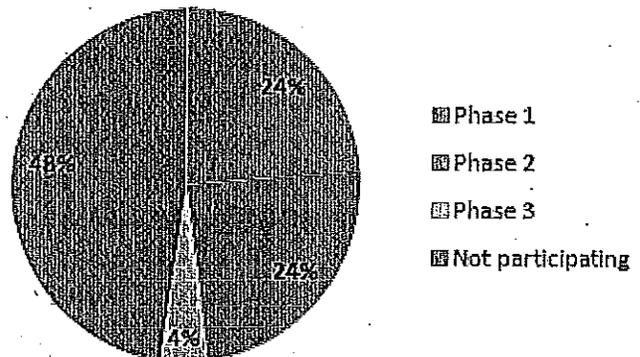


Figure 1

- **Phase 2** – One hundred and seventy-five (175) properties have participated in the Phase 2 building inspections. An additional temporary position, hired in April, 2012 to assist with the building inspections will be concluded in 2014. Currently we have found that numerous properties that joined the program in 2010 and 2011 have stalled, due to numerous reasons including sale of property, change in personnel or a decision to not proceed with the Phase 2 assessments. One focus of 2014 will be to re-activate these landlords.

Year of program	# of properties joining CFMH	# in Phase 2 in 2013	% in Phase 2 in 2013	# of properties stalled at Phase 1	# of properties waiting for Phase 2
2010	271	126	47%	125	14
2011	26	14	54%	6	1
2012	64	26	40%	35	2
2013	48	9	139%	1	38
<b>TOTAL</b>	<b>409</b>	<b>175</b>	<b>43%</b>	<b>167</b>	<b>55</b>

Figure 2.

**Phase 3** – Twenty-five (25) properties have completed the program requirements and are currently fully certified by the program. One property that had been certified continues on probation to rectify issues at the property.

### 3.2. Crime and Nuisance Behavior Reduction

We have improved our service to properties participating in the CFMH program. A new Stats report generated by Technology Services allowed us to correlate occurrences with the addresses of participating properties. We were able to provide updates to landlords on occurrences at their properties within 1 business day. We have also implemented a monthly review for each of the landlords that outlines the total number and types of calls for service to each of the properties in the program. Each month we identify the “hot spot” apartments based on the total calls, the types and number of occurrences at the rental properties and create a plan which outlines remedial actions we will take for each of the identified addresses.

Every six (6) months, we identify the properties that have the highest level of occurrences.<sup>1</sup> These properties are targeted to receive invitations to participate in the program or to move to the next phase in the program. Once they are in the program, they continue to receive additional focus and resources. If these properties are tracked over time, the properties that choose to participate in CFMH show a remarkable difference when compared to the properties that choose not to participate

In 2009, we identified 71 properties that had a high level of occurrences. Fifty of these chose to participate in CFMH. Tracking these properties to the end of 2013, 42% of the properties (21) that were participating in CFMH were once again in the high occurrence category. 26% had moved to the moderate category and 32% of the properties had moved to the low occurrence category.

Comparison of High occurrence properties from year to 2013 for CFMH and non-CFMH participation				
Year	# of properties	# in CFMH in 2013	CFMH participation Change in Occurrences	Non-CFMH Change in Occurrences

<sup>1</sup> Some examples of when an occurrence report is generated include when there has been: someone injured at the property, a theft of property, damage done to property, an incident involving illegal drugs, a founded firearm complaint or a death at the property. Occurrences are a better indication of criminal activity than calls for service which are not necessarily an indication of illegal activity.

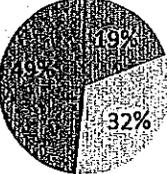
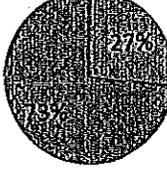
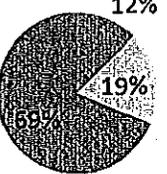
	with high occurrences		 Low Occurrence  Medium Occurrence  High Occurrence	 Low Occurrence  Medium Occurrence  High Occurrence
2009	71	50		
2010	46	31		
2011	58	41		
2012	48	31		

Figure 3

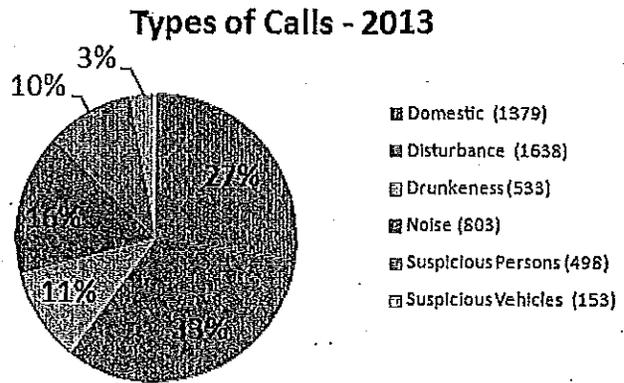
It is interesting to note that the CFMH program consistently is able to recruit about 2/3 of the properties with the highest level of occurrences.

**Reduction in Property Damage** – One program objective is to reduce property damage at rental housing. The Mischief category of occurrences includes both damage to the building and to vehicles. While there has been a 10% reduction in the numbers of property damage occurrences reported to Saskatoon Police at all rental properties, CFMH properties continues to make up 2/3 of the reports.<sup>2</sup> This is an area we will continue to focus on in 2014.

**Addendum Requests** - With twenty-five (25) certified properties, one of the benefits is the ability to fully implement the CFMH lease addendum document. CFMH properties are encouraged to get each new resident to sign a document in which they make a commitment to not engage in any criminal activity. Once the property is certified, this addendum can be used to obtain information from the Police files about criminal activity involving the resident at the property for the sole purpose of seeking an eviction. In 2013, there were 5 addendum requests.

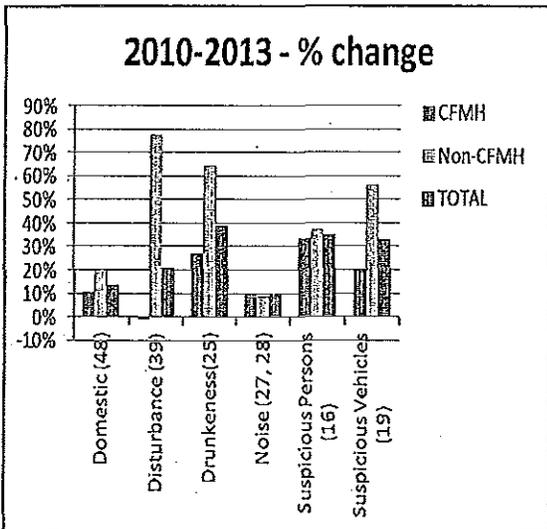
<sup>2</sup> See Appendix B for comparison.

**Reduction in Nuisance Behavior** – Typically, nuisance behavior is measured using the calls for service, not occurrence information. The Saskatoon Police Service focuses on certain types of calls including domestics, disturbances, drunkenness, noise complaints, suspicious persons and vehicles as indicators of nuisance behavior. While these types of calls have been increasing, there is a marked difference between CFMH and non-CFMH properties. Comparing 2010 to 2013, (Figure 5A) the CFMH buildings have performed better (had fewer calls) in every

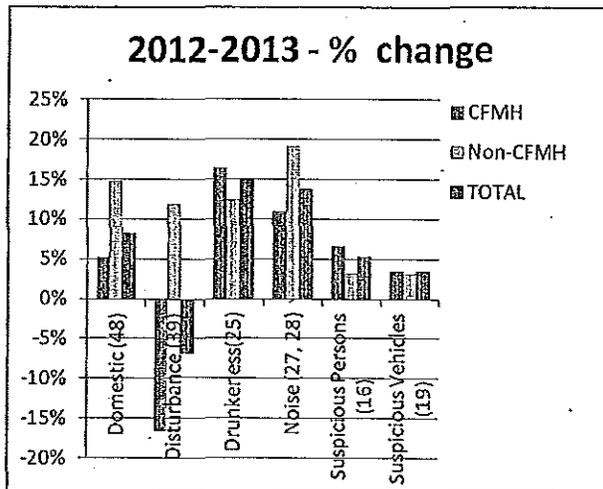


**FIGURE 4**

category except noise and suspicious person calls, where the performance is the same as the non-CFMH properties. Comparing 2012 to 2013, (Figure 5B) the CFMH buildings have performed considerably better for Domestic and Disturbance calls, which make up about 60% of the nuisance calls as well as for Noise calls. CFMH buildings were slightly higher for drunkenness calls and suspicious person calls and the same for suspicious vehicles calls.



**Figure 5A**



**FIGURE 5B**

**Targeted Marketing of Crime Free Multi-Housing.** Through 2013 we conducted several mass mailings based on neighborhoods to Nutana and City Park rental properties; none of these properties had been contacted previously. We received 5 registrations for the Phase 1 from these mailings (about 5% return) and raised awareness of the program. By the end of 2013, the owners or managers of 404 properties had been contacted regarding the CFMH program, but had not yet chosen to participate. The following pie charts show the response from our marketing of the program through 2013. In the majority of our invitations, we continue to focus on the priority properties with the highest level of crime.

2013 High Crime (75 prop.)

2013 Lower Crime (716 prop.)

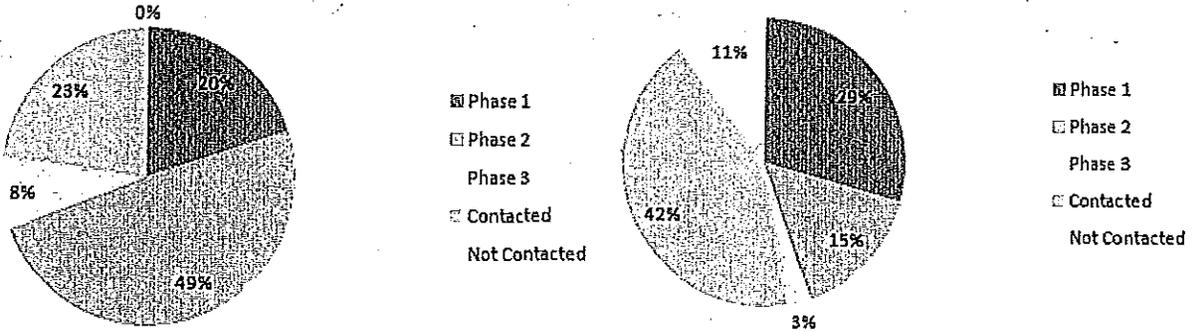


Figure 6

### 3.3. CFMH certified buildings are sought after rental properties

Through 2013, we promoted the CFMH program through on-site visits to community agencies. A primary focus of these meetings is to promote the listings of CFMH certified properties as a source for “safe housing”. Our web statistics indicate that the traffic to the listings has increased through most of 2013, but began to fall flat towards the end of the year. We are planning on adding more dynamic content to the page to increase the traffic to the web pages-.

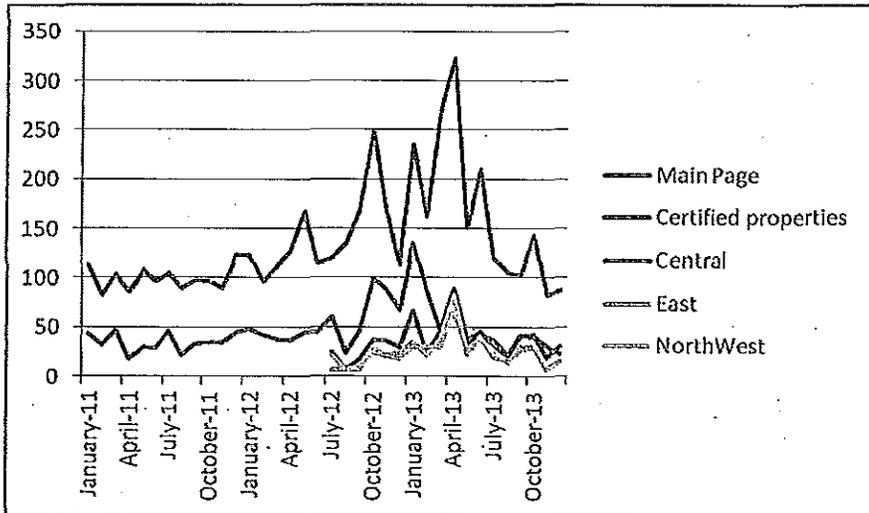


Figure 7

### 3.4. Partnership Development and Program Promotion

We have received very positive feedback regarding the support we are providing to link people into community agencies and services.

Recognizing that there are many community agencies whose clients deal with housing issues, meetings were arranged over 80 community agencies including Friendship Inn, Saskatoon Open Door, Saskatoon Council on Aging and numerous departments within Public Health. The purpose of the meetings was to provide information about safe housing in Saskatoon and direct them to the SPS website listing of certified properties. These short 15 – 45 minute meetings have provided an excellent partnership building forum. We have invited people attending to send us concerns about safety at specific addresses and offered our information as a resource to their clients.

A section of the CFMH newsletter (which is now published four times a year) called "Community Connections" has been added. This section will profile the services of a community agency that provides particular support to rental housing and issues at rental housing in Saskatoon.

We have continued to provide addresses of concern to the Safer Neighborhoods committee for particular focus by our partners in this initiative.

The CFMH Advisory Committee met three (3) times in the past year. Membership consists of:

- Ministry of Social Services - Saskatchewan Housing Corporation
- Community Services / Community Development branch
- Community Services / Neighborhood Safety
- Office of Residential Tenancies
- Saskatoon Police Services
- Saskatchewan Rental Housing Industry Association
- Saskatoon Fire and Protective Services
- A resident of social housing.
- A manager of senior housing.

Wayne Rodger, from Fire and Protective Services continues to serve as the chair of the committee. The main work of the committee has been to advise the coordinator on the development and evaluation of the program. The committee will continue for one more year until the program has reached maturity.

### 3.5. Neighborhood Focus

The primary neighborhood focus has continued to be the Pleasant Hill neighborhood, with 106 rental properties identified in the neighborhood. Our focus has resulted in 73 % of the properties in Pleasant Hill participating in the program. Elsewhere throughout Saskatoon, invitations to participate in the program are not directed by neighborhood, but rather are triggered by a Police report regarding the specific address.

#### Pleasant Hill (106 prop.)

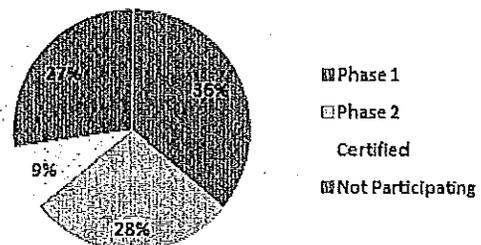


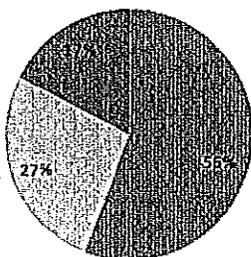
Figure 8

2013 was a challenging year for this neighborhood. In 2013, we provided 2246 email notifications to landlords in the CFMH program regarding calls for service from the previous day. Of these notifications, almost 30% were sent regarding calls for service to properties in this neighborhood. In the past 6 months, there have been 6 CFMH properties that have moved into the high occurrence category. We are actively working with these landlords to address the emerging issues and the graphs will be quite different in 6 months.

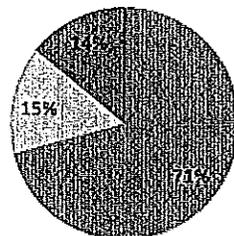
In the fall of 2013, CFMH hosted a neighborhood barbecue at the intersection of Avenue P and 21<sup>st</sup> Street. Specific invitations including a barbecue lunch ticket were provided to over 300 residents of apartments within a 2 block radius of the intersection. Residents were invited to consider what could be done to make them feel safer in their neighborhood and to write their response on the pavement at the intersection. There was strong support for this SPS event and a willingness to participate in further activities to support safe housing and a safer neighborhood.

In Pleasant Hill, a baseline was established before the CFMH program was introduced in 2010. In 2009 17% of rental properties experience a high rate of occurrences, which has been reduced to 14%. The number of properties experiencing a medium rate of occurrences has dropped by 12% (about 12 properties). There has been an additional 15 properties that have moved to a low rate of occurrences in the 4 years since the program was introduced.

**2009 Occurrences (104 prop.)**



**2013 Occurrences (106 Prop.)**



■ Low Occurrence  
 ■ Medium Occurrence  
 ■ High Occurrence

■ Low Occurrence  
 ■ Medium Occurrence  
 ■ High Occurrence

**Figure 9**

**3.6. Property Management Practices**

A newsletter was implemented late in 2011 with 3 editions published through 2012. Articles in the newsletters focused on solutions to current issues in the rental communities.

Four 2-3 hour seminars were organized through 2014 with expert facilitators. These seminars provided an opportunity for landlords to renew their Phase 1 certification and to receive more in-depth information about illegal drugs, residential fraud, community supports for mental health and addictions in rental housing and ensuring personal safety on the job. There were between 15 – 40 people that attended each seminar. More of these popular renewal seminars are planned for 2014 as well as a conference for landlords in 2015.

## 4. Summary

The CFMH program is moving out of the development stage and into maturity. Currently the program is achieving results in the community beyond its direct influence. Our communication strategies involve ongoing communication with all 800 rental apartments in Saskatoon. In the coming year, we plan to focus on our current client base and continue to enhance our service to them including offering “members only” opportunities to improve management practices and knowledge of the factors affecting rental properties in Saskatoon. We will complete the remaining Phase 2 assessments, continue with the renewal assessments and encourage properties to move to certification. We anticipate doubling the number of certified properties by the end of 2014. CFMH staff will be focused on maintaining partnerships in the community, moving properties through the program and supporting them with information about trends in Saskatoon and best practices.

## Appendix A Analysis of Saskatoon Rental Market

In 2013, the sale of one property bumped one of the owners from the top category (+ 400 units) to the second category (200 – 399 units). Several of the eight (8) owners with the most units (400 – 2300 units) continued to increase their holdings with an additional 286 rental units at 15 sites added to their holdings. The second category (200 – 399 units) saw a decrease of 703 rental units at 6 sites. The third category (100 -199 units) had an increase of 423 units at 9 sites. There is little change in the bottom 3 categories of rental housing ownership. The following table provides a break-down of the ownership of rental units in the city and the participation of owners in each category.

Saskatoon Rental Market Ownership Analysis For 2012						Participation in CFMH		
# of units owned	Total # of rental units	Total # of Sites	% of Saskatoon rental housing market	2012 %	# of owners	# of owners	% of group	2012 % of group
400 - 2300	8638	151	40%	39%	8	7	88%	88%
200 - 399	2061	26	9%	9%	9	2	22%	12%
100 - 199	4059	92	18%	18%	30	15	50%	47%
50 - 99	2333	74	11%	11%	34	16	47%	38%
20 - 49	2567	121	12%	11%	85	29	34%	30%
10 - 19	1503	125	7%	7%	101	36	35%	23%
4 - 9	688	138	3%	3%	126	22	18%	12%
<b>TOTALS</b>	<b>21849</b>	<b>727</b>	<b>100%</b>	<b>100%</b>	<b>393</b>	<b>127</b>	<b>32%</b>	<b>25%</b>

FIGURE 10

There are only 3 of 47 owners in the top 3 categories that have not been contacted about the CFMH program.

Currently, half of Saskatoon's rental apartments are owned by 17 entities; this increasing concentration of ownership has continued since the CFMH program began monitoring the rental apartment market. This has resulted in increased professional management at many of the properties; many of the properties that were initially identified by CFMH as "hot spots" in 2010 have now changed ownership.

## APPENDIX B – Comparison of Mischief Occurrences.

Comparison of Mischief Occurrences at CFMH and non-CFMH rental properties by year			
Year	Occurrences at CFMH # (%)	Occurrences at non-CFMH # (%)	Total Occurrences at rental properties
2010	260 (66%)	131 (34%)	391
2011	284 (67%)	137 (33%)	421
2012	205 (59%)	142 (41%)	347
2013	232 (66%)	121 (34%)	353

FIGURE 11

TO: City Clerk, Executive Committee  
FROM: General Manager, Corporate Performance Department  
DATE: May 5, 2014  
SUBJECT: North Downtown Master Plan – Interim Report #2  
FILE NOS: CP.4100-24 and LA.4100-24

---

**RECOMMENDATION:** that a copy of this report be forwarded to City Council recommending:

- 1) that the North Downtown Master Plan include the concept of a Bridge Park over the CP rail line with a combination of a park and traffic bridge;
- 2) that the North Downtown Master Plan be completed and the concept plan be submitted to City Council for approval; and
- 3) that the Administration report further on the Area Revitalization Program as an option to finance the North Downtown Project.

### **TOPIC AND PURPOSE**

This report outlines the status of the North Downtown Master Plan (the Plan) project as a draft master plan nearing completion. The Bridge Park concept is described through project goals, marketability, business case, implementation and community engagement.

### **REPORT HIGHLIGHTS**

- 1) The Plan is substantially complete. The concept is based on a Bridge Park that spans the railway to reconnect the city, its transportation patterns, and its green spaces.
- 2) A market and financial analysis informs the design and the feedback from local and national developers suggested that the Bridge Park would provide the kind of major public amenity necessary to stimulate positive growth.
- 3) Funding the project through an Area Revitalization Program is being considered.
- 4) The steps to complete the Plan include a final community engagement event, technical feedback, a presentation to the Municipal Planning Commission, and then to City Council for approval in June.

### **STRATEGIC GOALS**

The Plan supports a notable number of the City of Saskatoon's (City) Strategic Goals across the full spectrum of categories (Attachment 1).

## BACKGROUND

On July 18, 2012, City Council accepted the Terms of Reference for the Plan which established the following vision:

"The North Downtown is an environmentally sustainable, complete community. It is a vibrant, people-friendly neighbourhood that it is easy to get around, supports living and working for people of all ages and enhances the city's green space network. The built heritage of the site, dating from Saskatoon's inception, provides the foundation for this new, unique and desirable district within the city."

An interim report outlining the status of the Plan at the mid-way point, including community engagement feedback and design options, was received by the Executive Committee on May 27, 2013.

## REPORT

### Completing the North Downtown Master Plan

The Plan is substantially complete and is ready for the formal planning review process. The Plan articulates a phased redevelopment of the site including streets, green spaces, infrastructure, development parcels, community identity and a set of built-form guidelines. Implementation is anticipated over 25 years. The vision to convert this brownfield to a vital community is founded upon the goals of marketability, connections, inscribed history, open space network, a vibrant mix of uses, sustainability, liveable density, diverse districts and embracing winter.

### Market and Financial Analysis

A preliminary market and financial analysis was carried out by Coriolis Consulting Corp. The report provided expert analysis of the demand for multi-family units and office space in the city and broader study area. The financial viability of different types and forms of development was also examined. The project vision and objectives were assessed against data drawn from local, regional, and national markets, helping to create some of the first principles for design specific to density, building materials, land use and phasing. Furthermore, it introduced the importance of making a unique neighbourhood with amenities and quality urban space, in order to create an attractive choice for customers looking for multi-family residential product.

### Local Developers Contribute to Shaping the Plan

The project places an emphasis on community consultation, and feedback from developers was sought to ensure that the Plan's vision and direction are sound and marketable (Attachment 2). Effectively, this emphasis helped define this project as more than a master plan, but also a preliminary development plan geared toward implementation. Local developers and realtors were consulted at three key stages, in parallel with the Community Conversation milestones.

### Market-sounding: How Would the Plan Perform Relative to the National Market?

Following the preparation of the draft plan in July 2013, a market-sounding with national developers was held to gain feedback from those familiar with ambitious brownfield redevelopments (Attachment 3). The purpose of the meeting was first to draw from their experience and get their opinion on the potential for success of the Plan. Secondly, it provided soft marketing for the site to familiarize this group with the project and timing with the hopes of nurturing future investment interest.

### Bridge Park Amenity

In the interim report, two options were outlined. One option proposed medium densities across the new neighbourhood and a central park concept. The other option was the Bridge Park concept that tackles the problem of bridging the CP line with a combination of a park and traffic bridge through the creation of a land bridge. At the Community Conversations in March, a clear preference for the Bridge Park option was stated by all of the groups consulted. Following the meetings in March, the Bridge Park option was developed further and its potential as a successful development assessed. The Plan's big moves include a park that bridges the gap, a pattern of rail history, and a new kind of urban neighbourhood (Attachment 4). The Plan projects a population of approximately 7,600 people and a neighborhood density of 36 units per acre (Attachment 5).

The Bridge Park is the recommended option for many reasons, building on the preference stated at the Community Conversations in March. The Bridge Park creates a catalyst for positive growth and development in the North Downtown and the adjacent areas. Its amenities create benefits not just to the neighbourhood in which it is situated, but to the broader city as a whole. The strengths of the Bridge Park can be understood through its ability to meet a broad variety of the City's Strategic Goals and the specific goals of the Growth Plan to 500,000 people. Furthermore, the Bridge Park models the principles for success set out by developers based on the creation of value through public investment in amenities and a high-quality urban realm.

### Completing the Plan

The steps to complete the Plan include a final community engagement event in early June, further technical feedback, a presentation to the Municipal Planning Commission, and a report to City Council in June. This report recommends proceeding through this process with the Bridge Park Plan.

## **OPTIONS TO THE RECOMMENDATION**

### Option 1: Remove the Bridge Park

A simplified "break even" plan providing for a more traditional neighbourhood-scaled park has been prepared (Neighbourhood Park Concept – Attachment 6). This option theoretically covers the costs of development with revenues, but it has been identified by developers that this modest option may not create enough amenities to draw

customers to this redevelopment. The Neighbourhood Park Concept is also more limited in how it addresses the Strategic Plan in comparison with the preferred option and is not recommended.

Option 2: Reject the North Downtown Master Plan and Subdivide the Area for Sale as Industrial Land

A second option would be to sell the land under its existing zoning, without further city-site development (Base Condition – Attachment 6). Because of the land economics on this site, in this scenario it is most likely that the developer would place new industrial uses on the industrial-zoned property, as that would provide the highest return on investment. This option is not recommended because it does not support the goals set out in the City's Strategic Plan.

**POLICY IMPLICATIONS**

There are no policy implications.

**FINANCIAL IMPLICATIONS**

As this work evolved, cost estimates and analysis of potential revenues were prepared for the Bridge Park, the more modest Neighbourhood Park, and the sell-as-is options (Attachment 6). The Bridge Park business case currently shows that a public investment or a new approach to financing city-building is required.

*Financial Analysis: Bridge Park*

Net Revenues	\$ 72M
Total Costs	\$ 130M
Revenues Less Costs	\$ (58M)

Financing the Project through an Area Revitalization Program

Opportunities exist to use an Area Revitalization Program for the Plan area. This is a financing model where future tax revenues from the redevelopment are directed toward the costs of public amenities and infrastructure. The project attracts private investment to the area and as the tax base increases, the additional monies are used to pay down the debt. In Calgary, a program was created called the Community Revitalization Levy, which was used to borrow \$240M to fund its East Village Project.

An initial analysis of an Area Revitalization Program for the North Downtown found that the project would have the ability to pay for itself if the program was established for a 25 - 30 year period and the neighbourhood redevelopment moved ahead as anticipated. When the loan from the program is fully paid out, an additional \$7M - \$8M would be added to the annual tax revenue from this redeveloped area. Further detail on the Area Revitalization Program will be brought forward with the completed Master Plan.

The 2014 Capital Budget provided funding for the investigation of financing options for the Plan, including examination of a Land Development Corporation. An Area

Revitalization Program and implementation through a Land Development Corporation are complementary approaches which will be reported on further later this year.

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

On January 20, 2013, the Plan process began the first Community Conversations to gather a broad spectrum of feedback (Attachment 7). A final community engagement event is planned for early June, where the Plan will be presented for information. Developers, Stakeholders and the Public will be invited to attend a presentation of the completed plan by the consultant, review presentation panels, and to provide feedback. The stages of implementation work following the completed Master Plan will be communicated at this time.

### **COMMUNICATION PLAN**

Communications, in alignment with the community engagement, will continue. Community events will be advertised across a broad range of media, and regular updates to the City's website will continue as the project reaches major milestones.

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

The Master Plan will be presented to City Council in June 2014. Further information on the Financing Report will be brought forward following the approval of the Master Plan, prior to the end of the year.

### **ENVIRONMENTAL IMPLICATIONS**

Sustainability is a key driver for this project. The Plan will create a new neighbourhood which is ecologically sustainable, as well as a vibrant and liveable place – a demonstration project for a bold new direction in Saskatoon's planning, policy and urban development. Innovative approaches to planning and development introduced in the Plan will direct growth sustainably, illustrating best practice to the public and the private sectors.

### **PRIVACY IMPLICATIONS**

There are no privacy implications.

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

A CPTED Review Report was issued in September 2013. There were six recommendations, all of which would be directly addressed during the implementation stages of the project.

### **PUBLIC NOTICE**

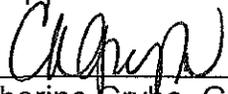
Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

**ATTACHMENTS**

- 1. The Strategic Alignment
- 2. Local Developers and Realtors Engagement and Feedback
- 3. Developers External to Saskatoon
- 4. The Preferred Plan
- 5. Development Statistics: Full Build-out
- 6. Preliminary Financial Analysis by Coriolis Consulting Corp. (Excerpt)
- 7. Community Conversations: Themes Common to All Groups

Written by: Jeanna South, Special Projects Manager, Environmental and Corporate Initiatives

Reviewed by: Brenda Wallace, Director of Environmental and Corporate Initiatives, Corporate Performance Department

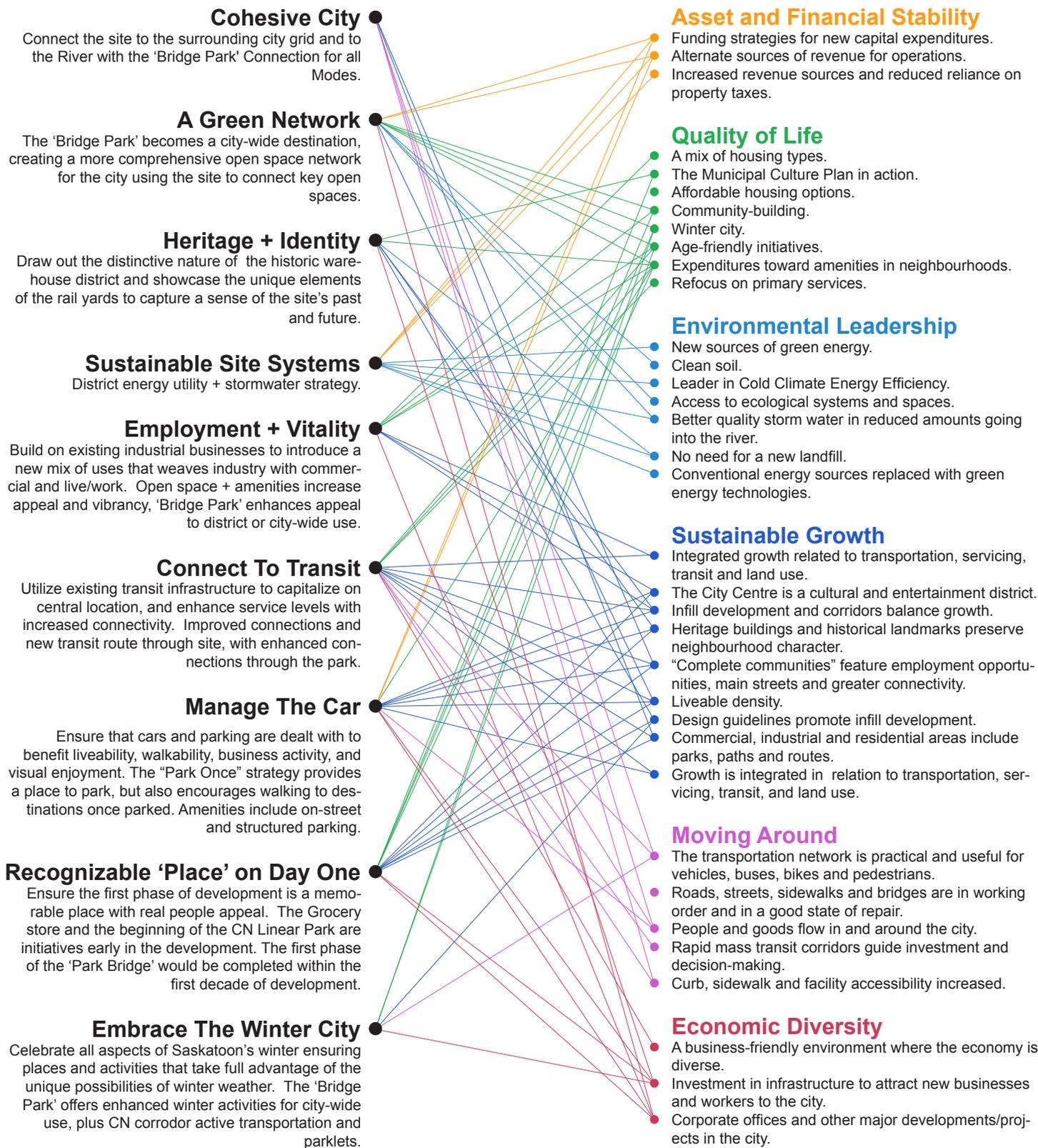
Approved by:   
 Catherine Gryba, General Manager  
 Corporate Performance Department  
 Dated: May 5, 2014

Approved by:   
 Murray Totland, P. Eng., MBA  
 City Manager  
 Dated: May 6, 2014

# The Strategic Alignment

## The Master Plan Goals

## The Strategic Directions



## **The Strategic Alignment, con't**

The project supports the Strategic Goal of Environmental Leadership by: improving the quality and reducing the quantity of storm water run-off going into the river; creating new sources for green energy; addressing soil quality issues on CCity-owned properties; improving access to ecological systems and spaces; and becoming a recognized leader in cold-climate energy efficiency.

The Plan supports strategies for Sustainable Growth through an integrated approach to growth related to transportation, servicing, transit and land use. It aims to establish the City Centre as a cultural and entertainment district with employment, corporate offices, and store-front retail, and preserve the character for heritage buildings and historical landmarks.

Economic Diversity and Prosperity will be addressed through planning and investment in infrastructure needed to attract and support new businesses and skilled workers to the City in the City Centre.

The vision and goals for the project were drawn from, and have a strong alignment with, the Strategic Plan, the City Centre Plan, and the objectives for the Growth Plan to 500,000.

## Local Developers and Realtors

### Meeting One

**Participants:** Developers and Realty Management firms with interests in Saskatoon

**Where:** City Hall Committee Room E

**When:** 2:30-4:00 p.m., 24 January 2013

**Framework:** The development community in Saskatoon were eager and thoughtful participants. At this initial meeting a comprehensive presentation was delivered by the design team followed by a facilitated discussion.

#### Findings:

**Cost:** Price of land, zoning and clear direction will determine the developers that participate.

Smaller parcels aimed at smaller developers and builders should be made available.

**Relationship with Downtown:** A fine balance needs to be struck so that North Downtown does not compete, nor is seen to be competing with downtown. This is especially applicable to office buildings ("High density office towers are not a good fit!") and residential towers. Developers felt that those should be downtown, while North Downtown focuses on 5-6 stories and a different product.

**Phasing:** If towers are considered, they should be built in the second or third generation of development. There should be incentives to attract pioneer buyers and First Home Buyers.

**Quality:** Keep costs down and quality high; architectural guidelines should be rigorous, consistent and clear.

**Amenities:** There is a market for this type of development; "The reason Riversdale is so attractive is that Broadway became too expensive, and there were amenities like the Farmers' Market that made it attractive". Amenities need to be in place in order to attract buyers. The question "Where can I go within 10 minutes?" should be able to be answered.

**Parking:** Saskatoon was considered to be a 'car oriented' city. Parking is important to anyone moving into the downtown and North Downtown.

Following this initial meeting, the project team had in-depth conversations with several of the developers.

## Meeting Two

**Participants:** Developers and Realty Management firms with interests in Saskatoon

**Where:** Committee Room A City Hall

**When:** 10:00 a.m.-12:00 p.m., 22 March 2013

**Framework:** The developers returned for another round table discussion. The design team presented the new option, which had incorporated many of the suggestions made in the previous consultations.

### Findings:

**Mixed use planning:** Participants cautioned a conservative approach to mixed use planning citing several examples of mixed use retail/housing that has not been successful in Saskatoon. They suggested including more retail along green space, suggesting this would create a demand for upscale retail. Light industrial dependent of the rail would not likely find the site attractive due to lack of spur line, access and anticipated costs. Light industrial along CPR tracks would only reinforce the existing unattractive character of this area.

**Factors for success/Phasing:** Developers felt that success was dependent on the City's investment in the public realm and amenities. As well, they suggested that incentives be provided to early adopters—those businesses, like a grocery store, or developers that took a risk to begin the process. Early phases should be anchored around the amenities to give certainty to first buyers. Creating a buzz through 3-4 storey mixed use, diverse and synergistic uses would be welcome. Consideration should be given to creating momentum in the first phase of the project with 5 or 6 developers working simultaneously and drawing attention to a North Downtown under transformation. Architectural controls were endorsed as a way of keeping standards high and 'keeping the free riders' from building sub-standard product.

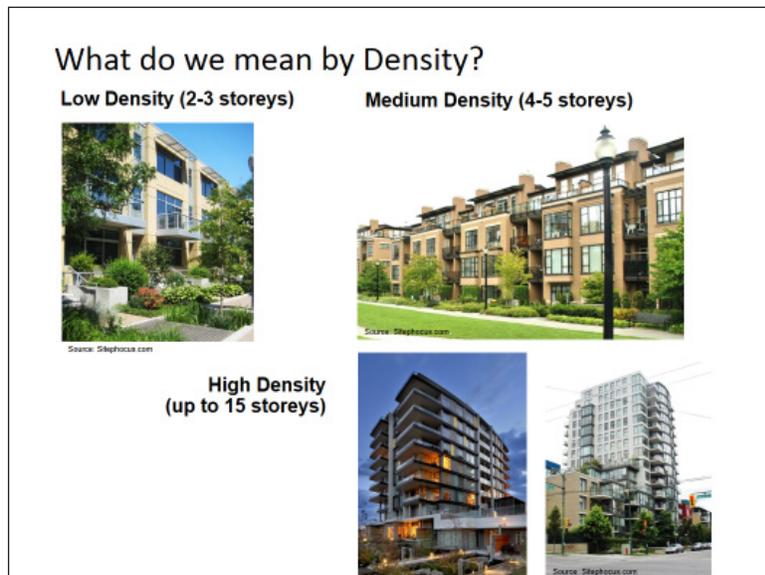
**Make the area a destination:** Participants wanted high quality, unique retail to make the area destination for shoppers. Having a distinctive identity will set the area apart and attract consumers in both the retail and residential sectors. Taking full advantage of the spur line leading to Midtown Plaza could create a 'funky' low rise street. They suggested combining the two options, suggesting that the land bridge is a signature element that masks the rail and creates housing and development frontage onto a green space. It also creates a good opportunity to keep large trucks and delivery services off of the streets by putting deliveries and garbage removal services underground. A future LRT station could reinforce this amenity.



**Figure 3.4** - An example of an appropriate high-rise building typology for the development

**Housing product:** High rises around the parks were seen to be problematic due to cost and perceived lack of uptake in the early stages of the plan. Consideration for different residential occupants: townhouse forms will attract young families if there are public amenities and green space. Participants wanted there to be consideration of the needs of various types of residential occupants; for example, family units need extra space and places for children to play, while young professionals look for a vibrant economic and social area.

Participants wanted there to be consideration of the needs of various types of residential occupants; for example, family units need extra space and places for children to play, while young professionals look for a vibrant economic and social area.



**Figure 3.5** - The concept of density was made explicit during presentations with examples of different types of housing that have create highly livable neighbourhoods in other cities

## Developers External to Saskatoon

**Participants:** Representatives from Harvard Development (Regina), Bluetree Homes (Vancouver), Brookfield (Toronto), Kilmer Brownfield Management (Toronto) and Harris Consulting (Vancouver); Jeanna South, Frank Long, Linda Andal (City of Saskatoon); and members of the consultant team – Joyce Drohan, Catarina Gomes (Perkins+Will), Blair Erb (Coriolis) and Troy Smith (Group2).

**Where:** Teleconference

**When:** July 2013

**Framework:** Each participant received an information package before the meeting including an overview of the preferred direction as presented to the public in June 2013 and a few questions for consideration.

### Findings:

These questions guided the discussion and led to the following recommendations:

#### Phase 1 Success

- Attract a food retailer with a recognizable brand that is looking for an urban opportunity
- Start development at the edge of the neighbourhood that is closest to existing neighbourhoods to create a contiguous urban fabric
- Invest in ground-oriented housing, student housing and in the re-use of existing buildings in the first stages
- Deliver the project in complete phases, so open space and community amenities go hand-in-hand with housing – amenities will be key to attracting buyers to this site
- Connectivity across the tracks is essential to success of this project

### Delivering Amenities, Services and Parking

- Enhance the social capital of Saskatoon i.e. promote connection among people in ways that are familiar to Saskatonians
- Invest in a community hub that can include any combination of: school, seniors centre, senior transition housing, daycare and community centre
- Promote use and connect to amenities already available in the downtown
- Create a hub of activity, potentially around the John Deere Building
- Reduce overall parking requirements and surround above grade parking with veneer uses. Look into visitor parking within walking distance and not always under the building.

### Phasing, Housing Choice and Affordability

- Implement the plan in 5-year increments. Keep it flexible to adapt to a changing market
- Investigate the potential for tax increment financing (TIF) to lessen the cost of development early on
- Look for opportunities to partner with private parties to achieve some of the amenities
- Look into the feasibility of seniors housing given its proximity to downtown amenities, and student housing to support SIAST
- Three and four-storey buildings will likely be feasible in the first stages

### Adjacent Communities

The project team, and particularly the project manager paid special attention to those communities and residences directly adjacent to the site. Separate meetings were held with each of the surrounding communities with special attention being paid to the potential impact of the development on their neighbourhood.

# 5 THE PREFERRED PLAN

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This chapter describes the preferred plan starting with the big ideas that drive it. Building on these, the various layers of the concept are presented including street design and movement networks, the overall approach to green space design and community arts and cultural programming. The chapter concludes with the more technical aspects related to municipal engineering.

## 5.1 The Big Ideas

Saskatoon is at a crossroads in its evolution as an urban centre and the North Downtown site is key to this. The ‘Big Ideas’ that drive the plan are aimed at taking full advantage of this large, mostly open site to create an exceptional new piece of the city that all Saskatonians can enjoy, especially through a rich network of open spaces. The underlying ideas also capture the city’s goal to create a new kind of urban community for Saskatoon benefiting from a highly livable form as well as from renewable energy. The ideas are as follows:

### A Park That Bridges the Gap

Reconnecting the city and providing a unique new identity for Saskatoon, a destination park is proposed to span the wide gap of the CPR corridor. Not only will this link the two sides of the site in a robust and compelling way but also, it will create a generous, seamless open space through which all modes of movement – pedestrians, bicycles and vehicles – can move easily, a key tenet of the City’s Strategic Plan. Paths and streets extending from the land bridge into the surrounding neighbourhoods provide access to this remarkable new public amenity for all residents in the City Centre. Finally, the area below the park could accommodate much-needed parking and sustainable infrastructure facilities like the District Energy Centre – resulting in a highly memorable public space with energy and revenue-generating potential.



**Figure 5.1** - A new bridge park will be a remarkable new public open space amenity for all residents in the City Centre

## Pattern of Rail History

The vast rail yards that once occupied the site are long gone but vestiges of this richly active past are retained and enhanced as part of the plan. The CN Spur Line becomes a linear greenway connecting directly to the City Centre through a series of diverse landscape experiences; the ongoing repurposing of historic buildings in the warehouse district is complemented by new forms and creates opportunities for remaining buildings, like the John Deere, to become landmarks within the North Downtown fabric. The Mills provide a prominent northerly anchor for honouring the site's industrial history – tied intimately to the railway.

## A New Kind of Urban Neighbourhood

The plan draws from the scale of the surrounding older city neighbourhoods in order to create a new residential community in the heart of the city. The new urban fabric is enlivened and given character through key districts that reflect the unique characteristics of the immediate area like the Mills and Warehouse Districts.

A “courtyard” type of building is introduced to ensure that green and open space and natural day light are integrated into each parcel especially on the multi-family housing sites. The result is a new kind neighbourhood unlike anything else in Saskatoon, which provides an exceptional living environment and creates a highly memorable place in the Downtown.

This kind of urban living will likely be most attractive to generation Y and seniors. These two demographic groups are drawn to areas where there is easy access to cultural and community activities within walking distance or short transit ride, have smaller households and less need for private outdoor space, all characteristics that are present in the North Downtown.

## 5.2 Streets and Movement

### 5.2.1 Approach

Mixing residential and employment is the prime catalyst for creating a dynamic and inclusive neighbourhood along with supporting commercial activities at different times of the day and week. It will provide strong synergies by balancing transportation demands over the day; creating opportunities for people to live close to where they work; and, minimizing new transportation and parking infrastructure through more efficient use.

The benefits of this approach are already visible in other major Canadian cities, including Toronto, Calgary and Vancouver, which have become much more pedestrian and cycling oriented in the central areas.

Permeability is one of the key transportation themes for the North Downtown. The new grid of walkways, bicycle routes, and streets will extend out to the neighbouring communities, making the Plan fully inclusive and accessible. Critical to this approach will be the interfaces with Idylwyld Drive, 2nd Avenue, 33rd Street, and 25th Street, and in particular how safe and direct pedestrian and cyclists connections can be achieved without overly encouraging vehicle through movements, which is a major concern for the community.

New streets will be designed to discourage non-local vehicle movements through the use of 4-way stop controls, street parking, crosswalks, etc., which will contribute to slowing vehicles down. Monitoring and reviewing changes to transportation patterns in the area, as the development builds-out, will be important feedback for the neighbouring community and will guide the need for new transportation infrastructure, including traffic calming measures. It will also help the City grow more comfortable with the positive potential dynamics that such new communities contribute to lowering transportation demands and creating dynamic neighbourhoods.

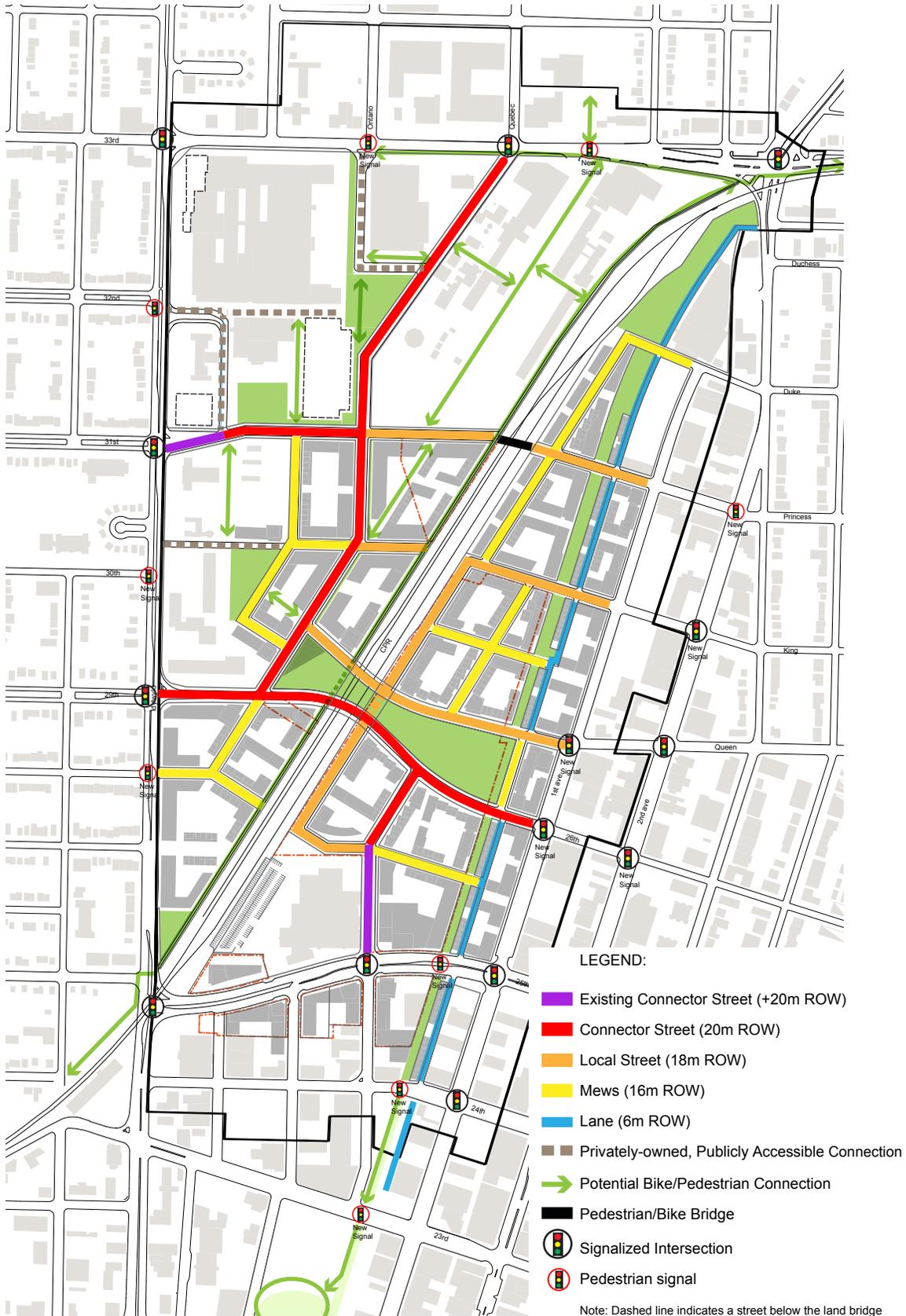


Figure 5.5 - Street Family



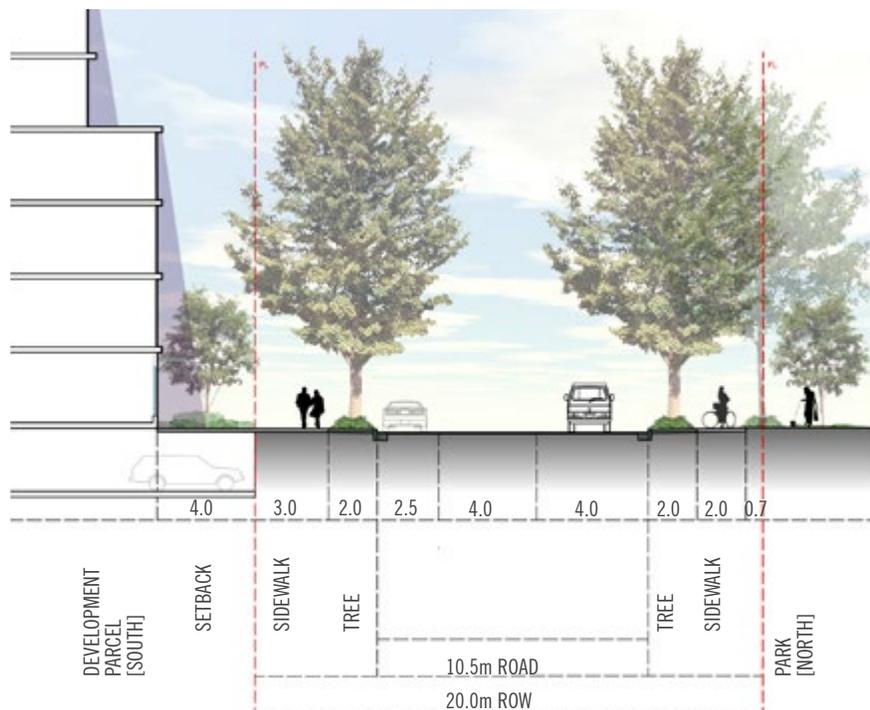
**Figure 5.6** - Connector street example at UniverCity in Burnaby, BC

### 5.2.2 Family of Streets

The Plan relies on an interconnected street system that balances the travel demands of pedestrians, cyclist and vehicles to create a safe, walkable and inviting urban environment. The grid pattern of streets provides for great mobility and dispersal of vehicle movements especially east-west through the introduction of two bridges extending 26th Street and Queen Street to the west side of the CPR tracks. Both streets rise at a gentle 5% slope from the east, and land at a slope no greater than 7.5% on the west side. An accessible path in the park would allow people of all ages and abilities to move from one side to the other with ease while enjoying this great new amenity.

The grid pattern of streets, together with short development blocks and frequent intersections will encourage mobility for pedestrians and cyclists. The directionality of the streets suggests the long-term possibility to stitch them across the tracks should that opportunity arise in the future.

The Plan purposefully adopts new categories of streets as an indication of a new way of approaching street design. Narrow rights-of-way and lane widths, abundant on-street parking and street trees as well as frequent intersections all contribute to slow vehicles down and create a safer environment for pedestrians and cyclists



**Figure 5.7** - Connector Street - South side of park

## Connector Streets

Connector Streets are the main links to the surrounding neighbourhoods and designed to support local transit. The connector street flanking the south side of the Park includes parallel parking on the development side and generous sidewalks lined with large deciduous trees. Cyclists will be encouraged to use the paths in the park given the roadway will be shared with buses. The connector street linking to SIAST accommodates parallel parking on both sides of street and promotes the shared use of the roadway by vehicles and cyclists. Large deciduous trees bring shade and greenery to this street, and further separate pedestrians from vehicles. As a way to encourage cross-country skiing, the Plan allows for a surface right-of-way along the east side of the street, designed as a continuous grassy strip that extends through several blocks.



**Figure 5.9 - Connector street key map**



**Figure 5.8 - Connector Street - Link to SIAST**

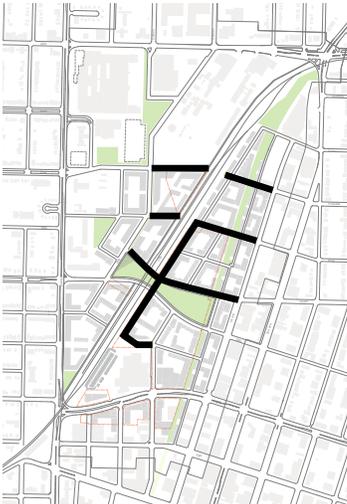


Figure 5.10 - Local street key map

### Local Streets

Local Streets are essentially for access to buildings within the North Downtown, including to the potential parking garage (and District Energy Plant) located under the park. Mostly, they will look residential in nature with narrow lanes, curb-side parking on the development side along with smaller deciduous trees and rain gardens along the sidewalks.

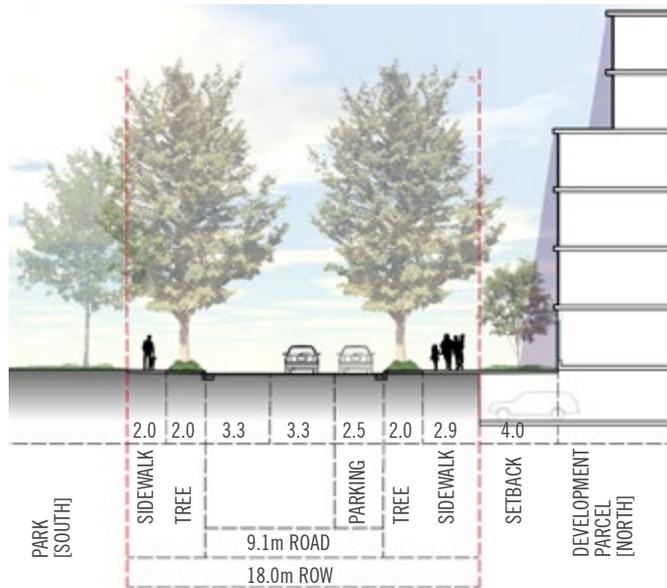


Figure 5.11 - Local Street - North side of Bridge Park



Figure 5.13 - Local street example

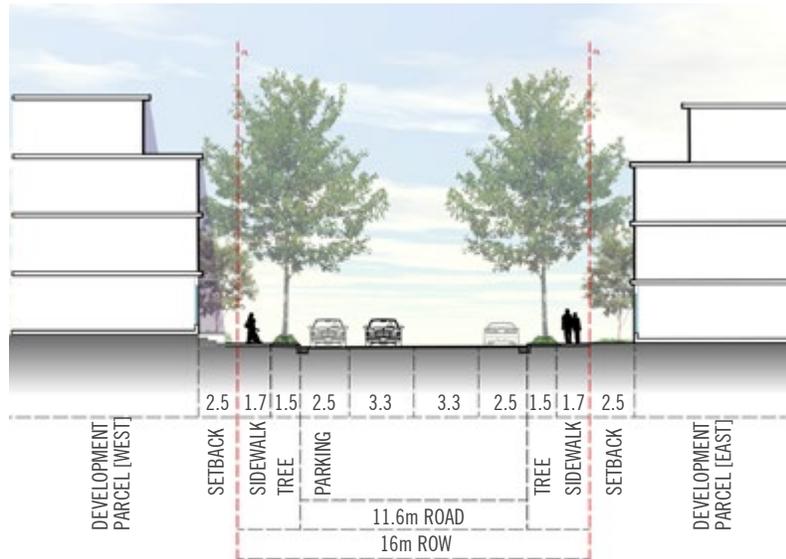


Figure 5.12 - Local street - Typical section

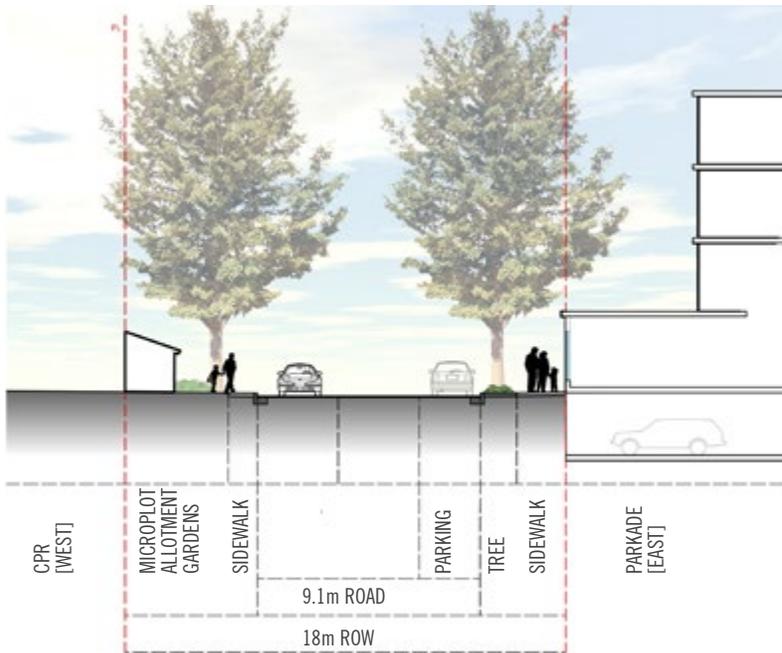


Figure 5.14 - Local street - East side of CPR

## Mews

Mews are a quiet and narrow form of local streets and will feel even more intimate. Cyclists will share the street with slow moving cars while pedestrians can enjoy a quaint street where residents are invited to occupy stoops, terraces and front gardens. Street parking would be located in pockets with curb bulges at intersections, allowing priority for pedestrians.

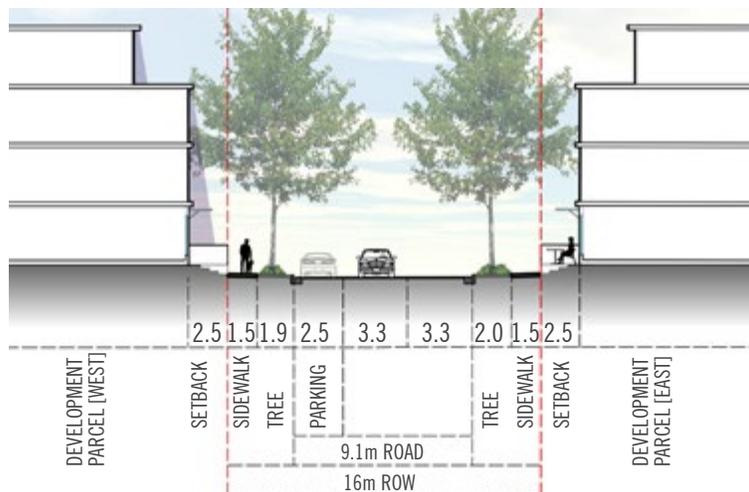


Figure 5.15 - Mews - Typical Section



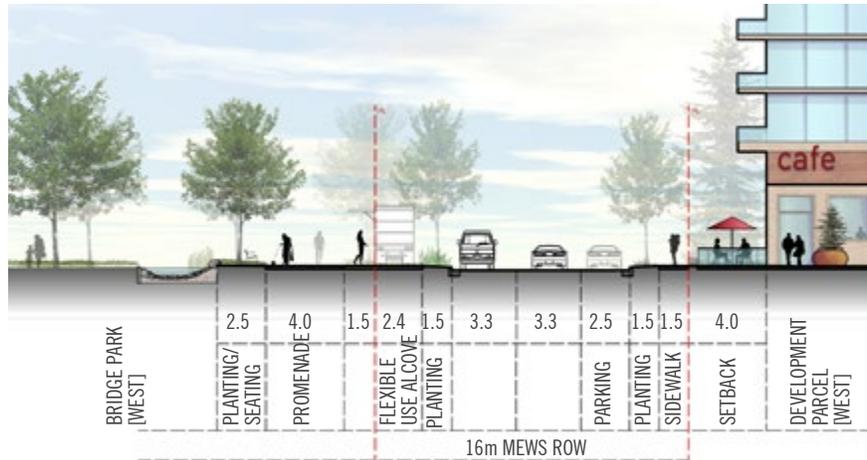
Figure 5.16 - Mews key map



**Figure 5.17** - Mews fronting east side of Bridge Park

### Mews Fronting the Bridge Park

Flanking the east side of the Bridge Park, these mews will be a sun filled place for cafes, restaurants and other neighbourhood amenities. Slow moving cars allow for frequent and safe crossing between the two sides of the street.



**Figure 5.18** - Mews fronting the Bridge Park



**Figure 5.20** - Mews precedent in Vancouver's Olympic Village



**Figure 5.19** - Generous seating faces Jamison Park in Portland, Oregon

## Laneways

Laneways enable access to parking, garbage and loading to existing development facing 1st Avenue and to the new townhouses facing the Greenway. They will reduce the need for driveways along 1st Avenue, enabling a better pedestrian environment along this street.

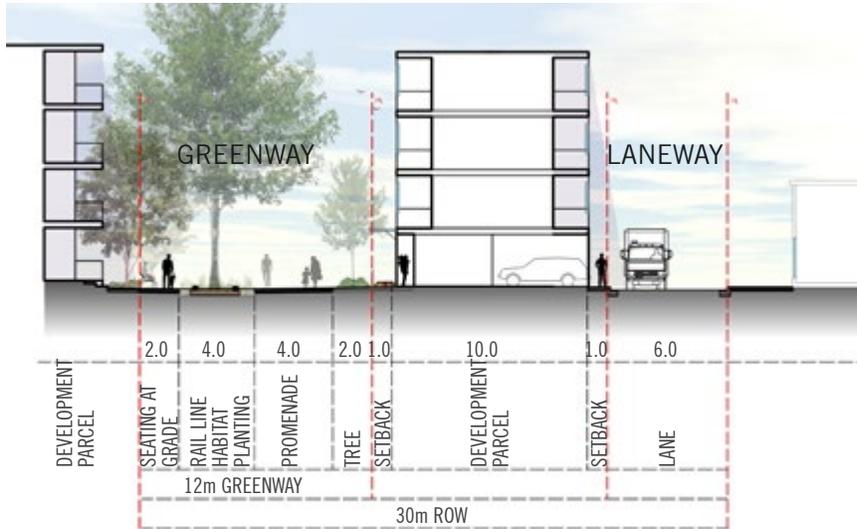


Figure 5.21 - Laneway section



Figure 5.22 - Access to parking tucked under development in Seattle, WA

## Privately-owned, publicly accessible connections

Privately-owned, publicly accessible connections will be essential for people and vehicles to access Idylwyld Drive and 33rd Street through very large existing development blocks.



Figure 5.23 - Laneway key plan

### 5.2.3 Cycling Network

Cyclists of all abilities will be accommodated in the City Centre through a combination of facilities: separated routes, street bike lanes, and slow-moving local streets. It will create a network of options to cater for both commuters and recreational users alike and will connect through to the adjacent neighbourhoods together with the downtown core.

Prominent among the separated facilities will be the north-south bicycle route following the decommissioned CN Spur Line along with the one running along the west side of the CPR corridor (see Condition C, Figure 6.6 on page 157). These routes will provide important stepping points for communities in the north of the City in accessing the downtown core.

Interlaced with these will be new east-west routes connecting between the Caswell Hill and City Park neighbourhoods (and onward to the Spadina Trail). The Bridge Park will provide the southern connection across the CPR while a future pedestrian / bicycle bridge connection could provide a northern crossing (along 31st / Princess alignment) should it be desirable to supplement the existing 33rd Street multi-use path.

Crossing treatments at minor and major streets will be an important design consideration and in particular to have features which prioritize and support walking and cycling activities.



**Figure 5.24** - Raised crossings along Forsythe Way in Boston

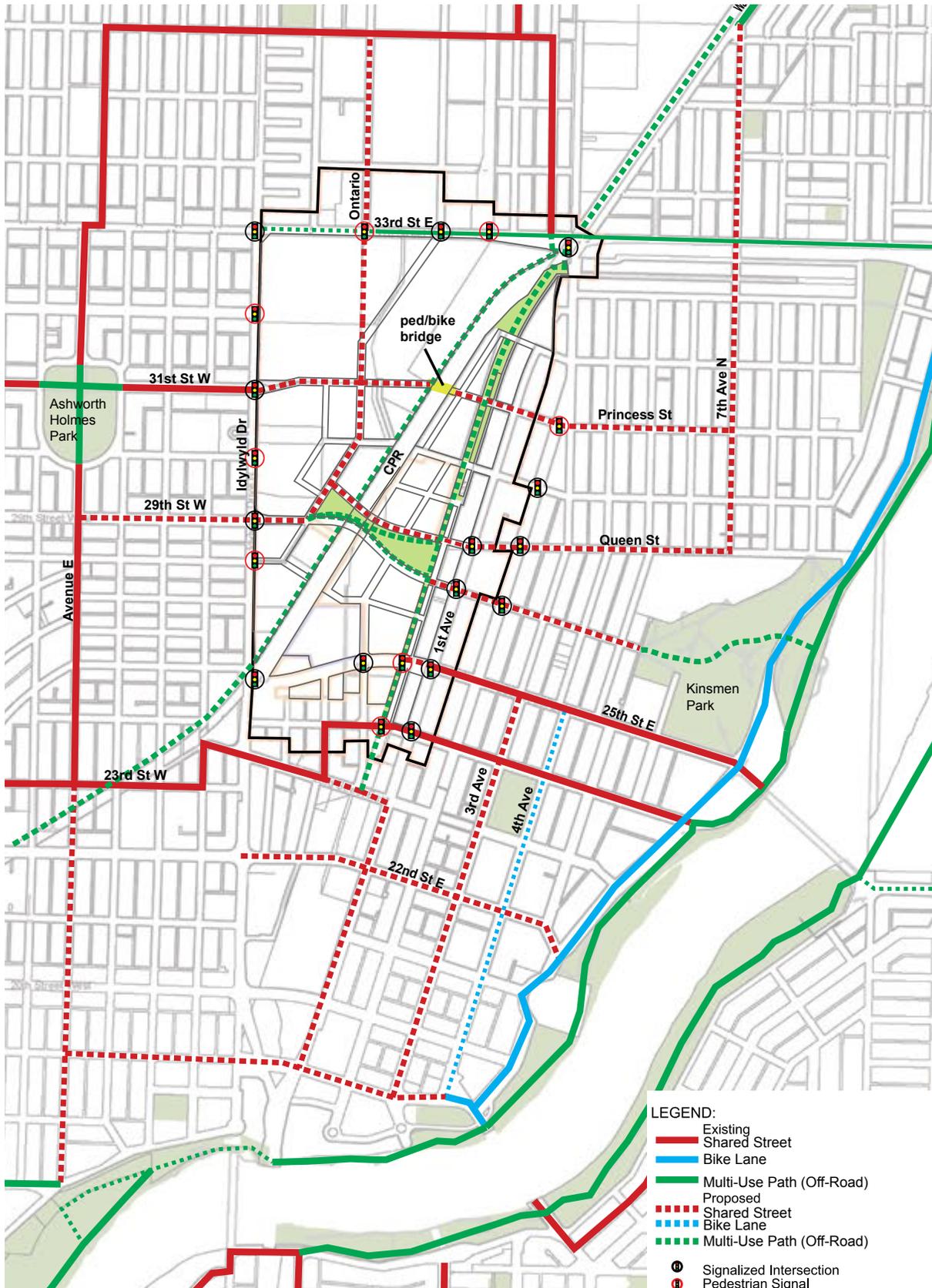


Figure 5.25 - Cycling network

## 5.2.4 Transit Network

With North Downtown's close proximity to the downtown core, there is already existing strong transit network of routes serving the site. Most future residents will be 400-metres from a service or 5-minute walk away from a bus stop. Future route options through the site can be provided along the Connector Streets, including the east-west route linking the two sides of the neighbourhood, should this be desirable.

Idylwyld Drive is expected to continue to be the main bus corridor for the area given its directness and concentration of routes. Future rapid transit is expected to operate on this corridor. Therefore the focus for Idylwyld Drive should be aimed at enhancing the pedestrian environment for passengers on this street, through improving crosswalks, public realm, and waiting areas.

## 5.2.5 Parking Management

Parking bylaws are inherently based on providing parking for each individual building, but for mixed use communities the opportunity exists for sharing to encourage better and more flexible use of the available supply, which in turn can lower demands by 10% to 20% depending on the land use composition mix and availability street parking supply. Appendix B draws upon the examples of other Prairie cities to present a recommendation for minimum and maximum parking rates for each of the main land uses within the North Downtown.

Opportunities also assist for Transportation Demand Management (TDM) measures, e.g. ride-share, car sharing vehicles, subsidized transit, high quality bicycle parking, etc., to further support lower parking demands, and provide improved choice for future residents, employees and visitors.

Street parking would be controlled (either pay meters or time-restricted) and it is expected that some form of charging mechanism would be in place for off-street employee and commercial parking.

Land Use	Parking Rates	
	Minimum	Maximum
Office	1.5 spaces/100 square meters	2.5 spaces/100 square meters
Commercial	2.0 spaces/100 square meters	3.0 spaces/100 square meters
Residential	0.8 spaces/unit	1.2 spaces/unit
Residential Visitor	0.05 spaces/unit	0.15/unit

**Figure 5.26** - Recommended parking rates for Saskatoon North Downtown

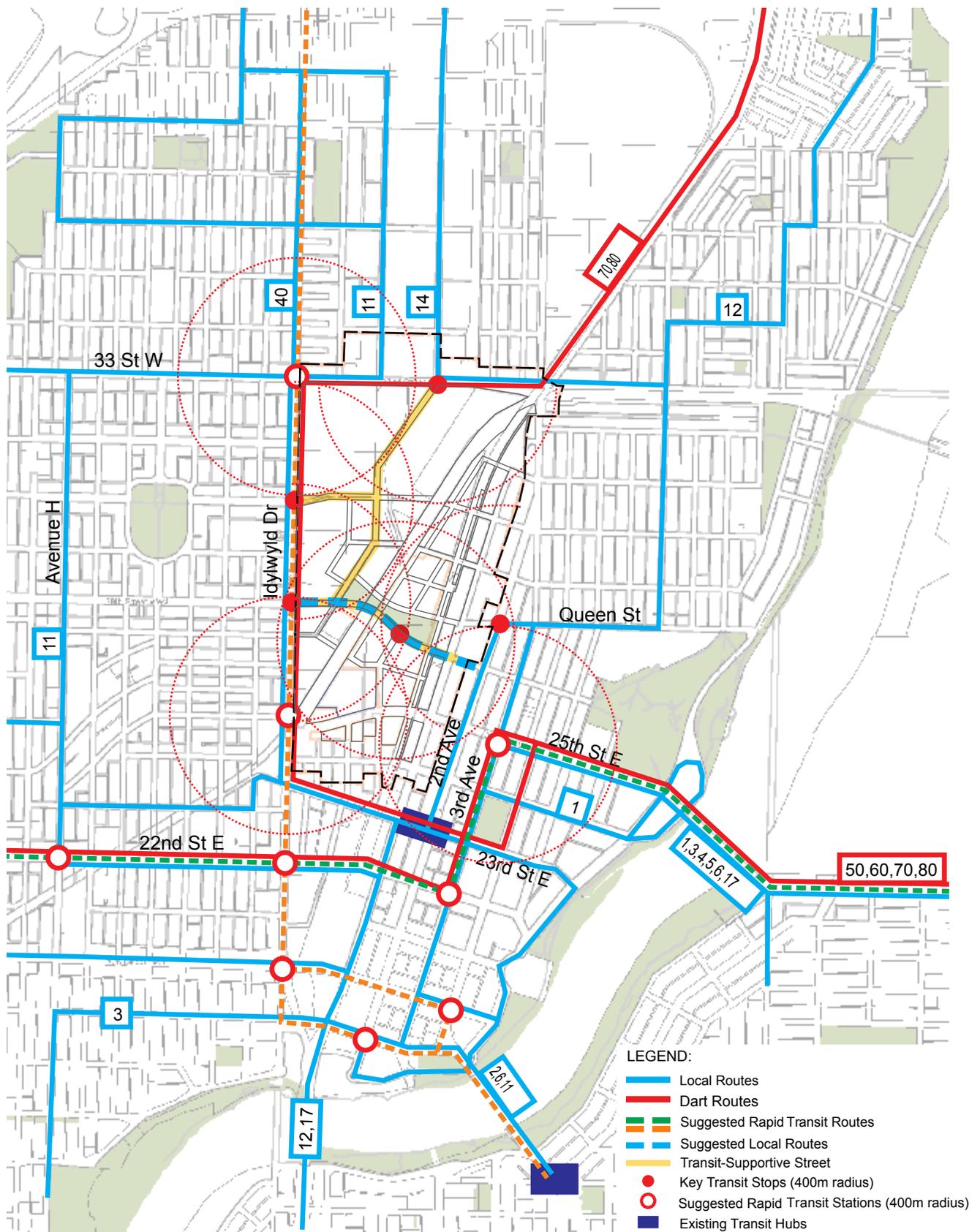


Figure 5.27 - Transit network

## 5.3 Green Network



**Figure 5.28** - Creating a cohesive green network

“The more successfully a city mingles everyday uses and users in its everyday streets, the more successfully people thereby enliven and support well-located parks that give back grace and delight to their neighborhoods instead of vacuity.”

- Jane Jacobs  
*The Death and Life of Great American Cities*

### 5.3.1 Principles and Intent

The development of this significant site at the heart of Saskatoon presents a unique opportunity to connect existing green spaces to create a network of public open spaces. Located between the Henry Kelsey and Pierre Radison Parks and the Ashworth Holmes Parks to the west, the riverfront to the east and Woodlawn Cemetery to the north, there is great potential to extend past site boundaries and create meaningful linkages to significant existing parks.

On site, the open spaces will provide a variety of spaces and experiences. Green space is available at a variety of scales, from interior courtyards on development parcels to neighbourhood parks. Layering of program elements for public art, play, habitat, and urban agriculture with storm water management ensures that spaces will be dynamic and multifunctional.

Saskatoon is a city that embraces its winter season. The landscape plan allows for a wide range of uses at all times of the year, and provides winter protection for both special events and daily use by pedestrians.

The landscape plan responds to existing conditions and character. Significant heritage buildings and landscapes (The Mills, The John Deere Building, CN rail line) are given treatment that suits their scale and prominence. Important existing views to downtown are preserved or enhanced.

All open space development on site will employ best management practices in sustainability.

### 5.3.2 Complete Network

The open space network includes streets, parks, and the greenway along the old CN spur line.

Streets with generous boulevards and tree plantings are planned to connect with existing tree-lined streets at adjacent Caswell Hill and City Park neighbourhoods. These neighbouring streets are seen as having a high landscape value, and provide a strong precedent for development in the North Downtown.

A new above grade vehicular and pedestrian connection across the site is created through the addition of a district park that bridges over the CPR Rail Line at the block between Queen Street and 26th Street. Mending the current break in the street network, this major move re-connects the previously separated halves of this site and adjacent communities.

Neighbourhood parks are planned at key locations. A pocket park at the Harry Bailey Aquatic Centre allows for programmed outdoor recreational activities. A park at SIAST could be programmed for use by students and include skateboarding and small court sports such as basketball. Neighbourhood parks east of Victory Church and at Idylwyld and 26th Street would provide play opportunities for young children in nearby developments.

The inactive CN Rail Spur running parallel to 1st Avenue is given new life as a greenway which is described in more detail later on.



Figure 5.30 - Winter scene in Oslo, Norway



Figure 5.29 - Site green network

### 5.3.3 Bridge Park

The Bridge Park addresses the most significant challenge of the site. Connecting both sides of the site and joining them to the larger street network, the Bridge Park creates a safe and efficient way for both vehicles and pedestrians to pass over the tracks. A parkade is proposed beneath the bridge allowing the City to meet demand for parking in the downtown core, and to generate income.

Located at the heart of North Downtown, this elevated park accentuates already significant views to the south east and will itself be an iconic structure and identity-giving space for the development. Protection from winter winds is provided by adjacent buildings on the north and west side of the park. This large, high amenity green space will be a tremendous addition to the development.

#### WEST SLOPE



#### UPPER PARK TERRACE



#### EAST SLOPE



Figure 5.31 - Bridge Park precedents



Figure 5.32 - Bridge Park illustrative plan



Figure 5.34 - Community garden plan

### 5.3.4 Greenway

The existing 1.5 kilometer long CN Rail Spur will become a linear park system with connections to Woodlawn Cemetery to the north and to TCU Place to the south. Varying in width from 60 meters to 12 meters wide, the greenway accommodates a variety of uses.

The northern section of the greenway will have a more natural character, and become more urban as it extends south. Programmed spaces will include a dog park, community garden, nature play, a tot lot and a series of warming huts to offer shelter in the winter.



Figure 5.35 - Section B - Community Garden

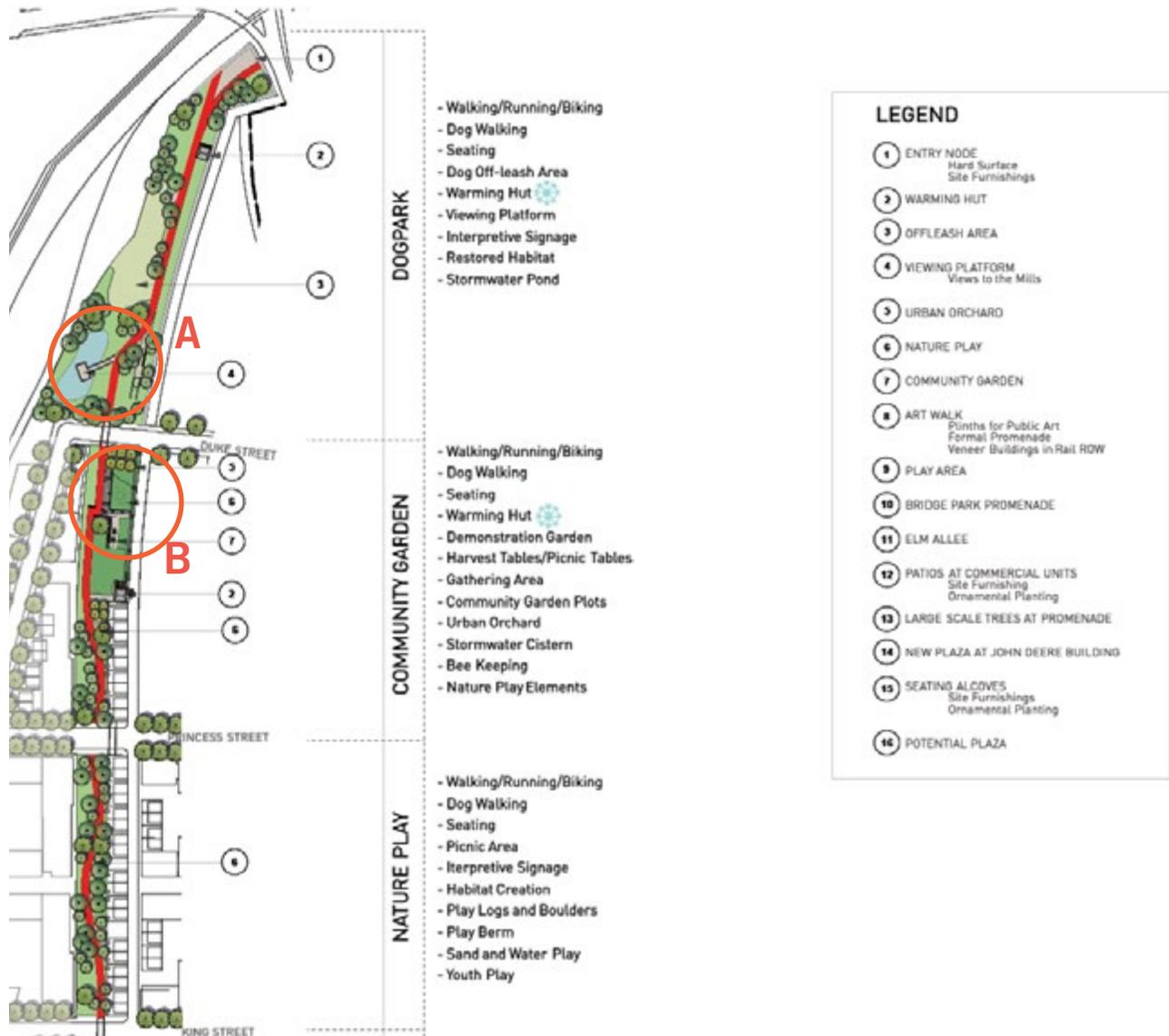


Figure 5.36 - Greenway plan - north section

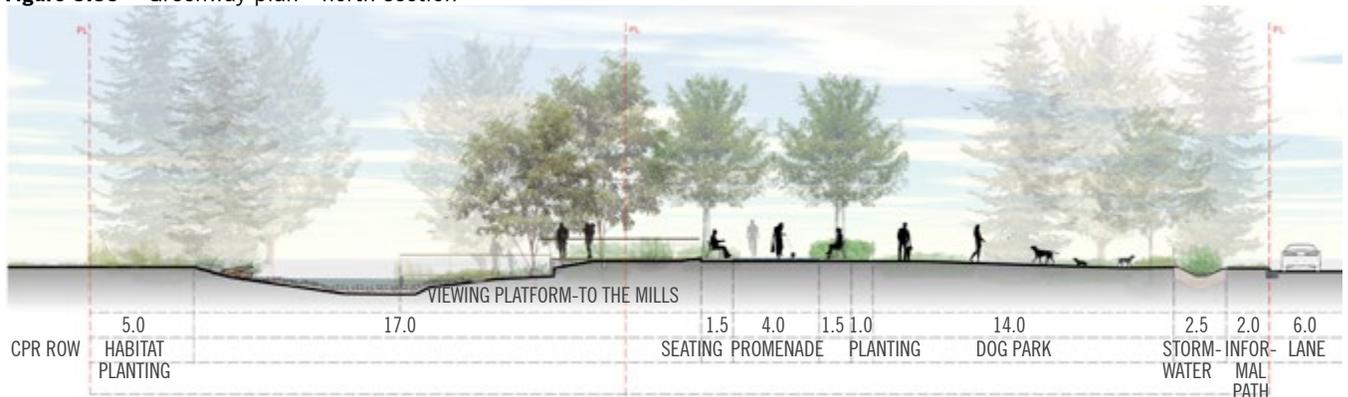


Figure 5.37 - Section A - Dog park

Narrowing to accommodate townhouses south of the community garden, the greenway becomes a 12m wide promenade for pedestrians and cyclists. Throughout, the rail line will be remembered in site details; sections of rail line may be left in place or recalled in paving patterns.



Figure 5.38 - View of Greenway looking south

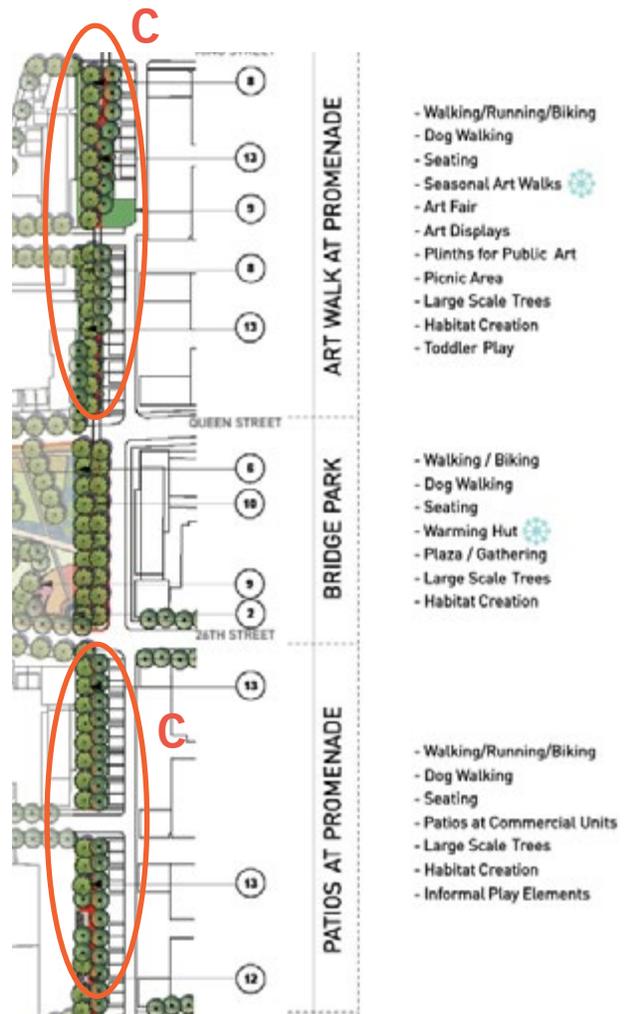


Figure 5.39 - Greenway plan - mid section

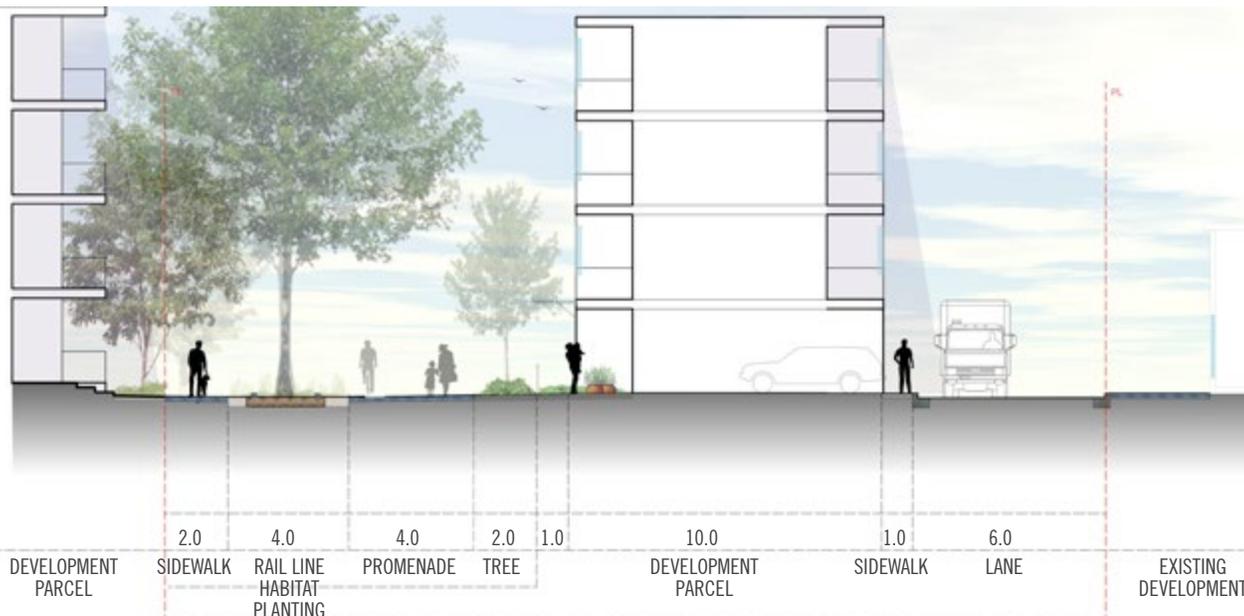


Figure 5.40 - Section C - Promenade

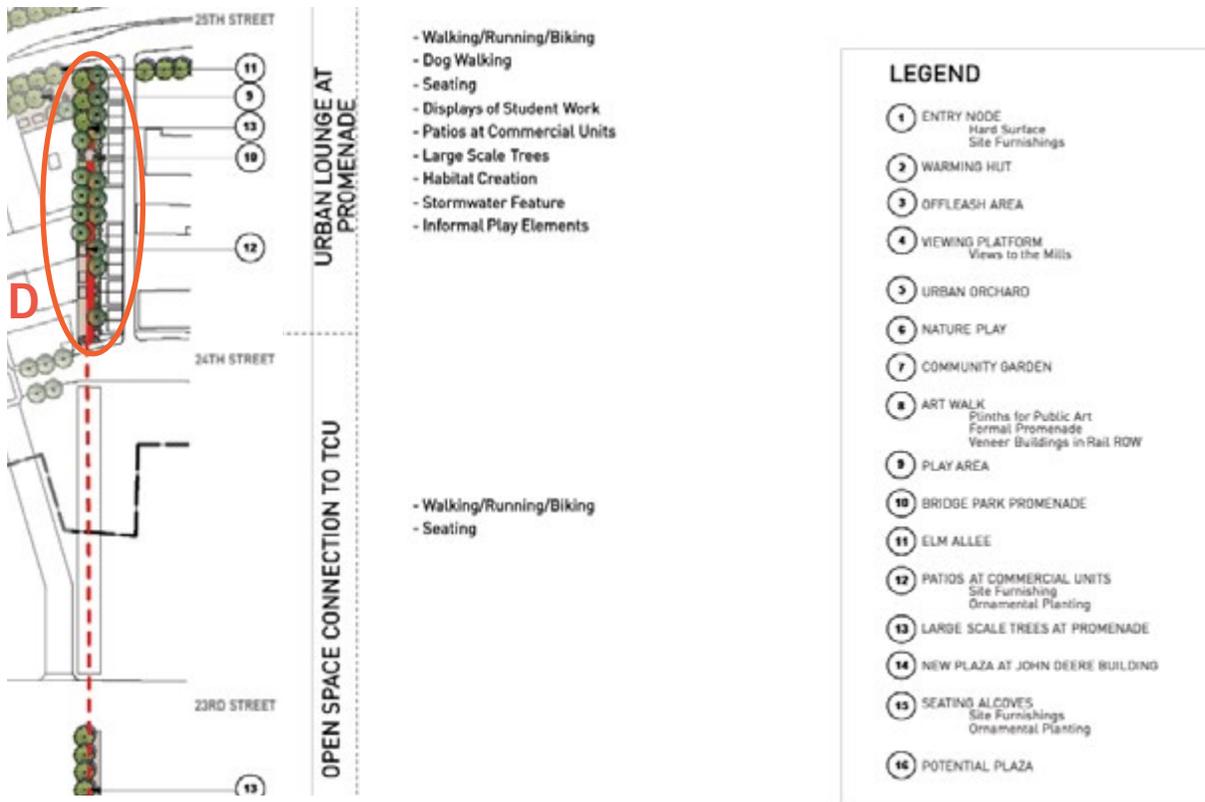


Figure 5.41 - Greenway plan - south section

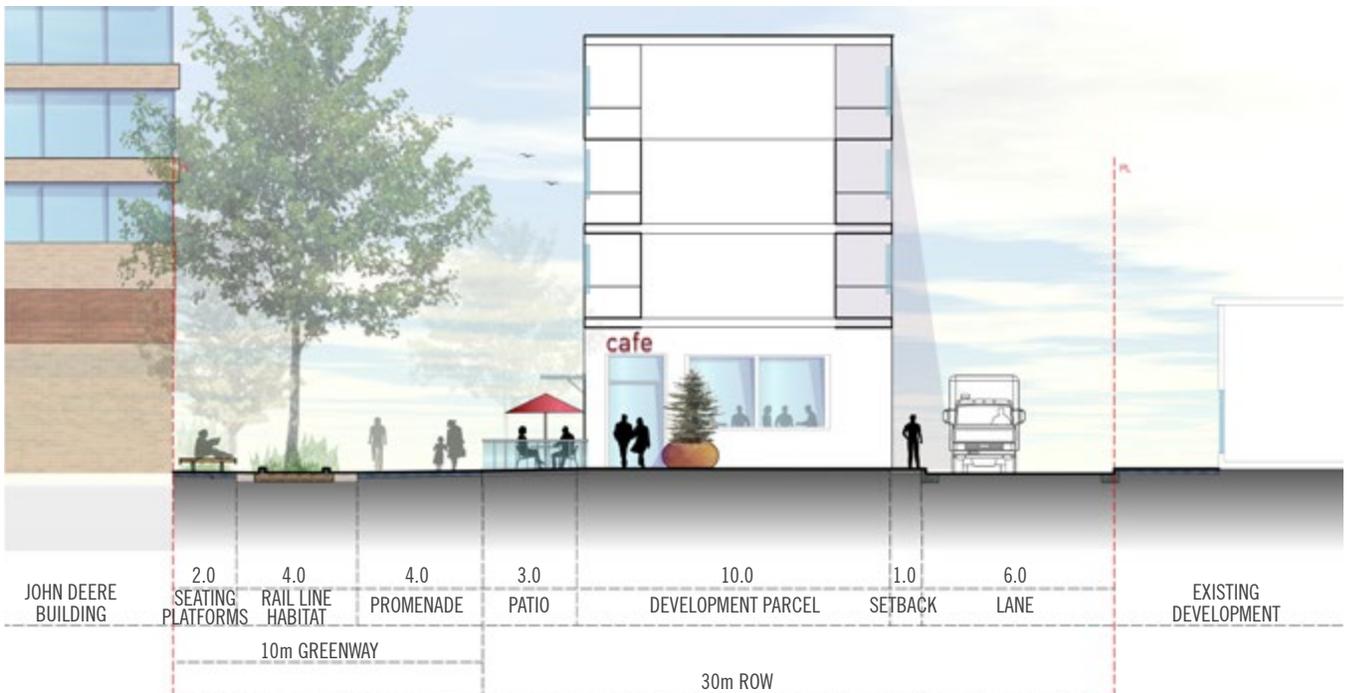


Figure 5.42 - Section D - John Deere Block



**Figure 5.43** - Play areas geared to winter activities

### 5.3.5 Play Areas

Play areas are incorporated throughout the neighbourhood at differing scales and are seen as an important part of the open space network.

Plans inside interior courtyards at private development parcels create opportunities for small scale play spaces. A tot lot is shown off the greenway south of King Street; micro-parks may be woven into the fabric of the community where spaces between parcels allow. Larger neighbourhood parks are spaced throughout the site to ensure that all residents have easy access to open space for play. All play areas should be integrated into the open space design and take on a natural character.

The Greenway may also be seen as a play area in itself, with opportunities for running and cycling. Warming huts along its length make it an attractive walking route in winter as well as summer.



**Figure 5.44** - Water as an integral play element



**LEGEND:**  
 Play Space  
 Potential Open Space Connection

**Figure 5.45** - Play areas diagram

### 5.3.6 Habitat

Areas for habitat have been incorporated at all green spaces. Continuous linkages of habitat are most advantageous to wildlife, and these have been provided through areas of native and ornamental plantings. Shrubs and trees with persistent fruits are to be used to provide birds with winter food source.



Figure 5.46 - Habitat zone diagram

- LEGEND:
- Ornamental Landscape Habitat: *Gardens, Sports Fields, Lawn Areas*
  - Restored Natural Habitat: *Prairie grassland, Meadow, Forest, Riparian Edge, Wetland*
  - Mixed zone: Ornamental and Native Plant Habitat
  - Potential Open Space Connection



Figure 5.47 - Restorative habitat example



Figure 5.48 - Ornamental and native plant habitat

### 5.3.7 Trees and Street Trees

Trees in the proposed parks and open spaces as well as in the new streets are a critical aspect of the North Downtown Master Plan. Sufficient and quality growing medium should be considered to ensure healthy and robust trees during detailed design of the parks, open spaces and streets. In street rights-of-way this may be achieved with the use of structural soil cells.



**Figure 5.49** - Urban agriculture as an inclusive and educational element

### 5.3.8 Urban Agriculture

Urban agriculture was identified through public consultation as being important to Saskatonians. In response, opportunities to grown food have been included at various scales throughout the open space plan. Significant gardening space is provided at the community garden and allotment plots adjacent to the CPR rail line. Urban agriculture is incorporated into plans for the SIAST park, and Bridge Park.



- LEGEND:
- - - Urban Agricultural Plot
  - Urban Agricultural Strip
  - - - Potential Open Space Connection

**Figure 5.50** - Urban agriculture diagram

### 5.3.9 Storm Water Management

Storm water management plans include spaces for snow storage, snow melt, and to retain rain water before it goes into the storm sewer system. Retention strategies include swales, dry ponds, storm water features and planted rain gardens.



Figure 5.51 - Storm water strategy diagram



Figure 5.52 - Storm water swale at Dockside Green in Victoria

## 5.4 Community, Arts and Culture

This section builds upon the six Key Directions represented within the City of Saskatoon Culture Plan 2011:

- Direction 1 Arts and Culture Sector: Build capacity within the cultural sector.
- Direction 2 Heritage: Ensure cultural heritage is conserved and valued.
- Direction 3 Youth: Cultivate conditions for youth and young professionals to thrive.
- Direction 4 Diversity: Value and celebrate diversity and strengthen opportunities for cultural interaction.
- Direction 5 Neighbourhoods: Support and enable cultural development at the neighbourhood level.
- Direction 6 City Centre: Develop the city centre as a cultural district.

Based on the directions outlined in the Culture Plan and the development of the master plan, five areas of cultural activity are planned for the North Downtown:

### Creative Hub (Phase 1)

This hub builds upon the creative energy generated by the presence of the University of Saskatchewan Architecture School that may occupy the historic John Deere Building in the Warehouse District. The development of live/work/studios along the Greenway further encourages this type of enterprise through permanent locations for creative businesses and business owners. Opportunities for public art along the Greenway connecting to TCU Place to the south extend the focus on creativity from this hub south to the downtown.

Key Directions: 1, 2, 3, & 6

### Street Plaza (Phase 2)

The secondary nature of the northern-most street flanking the Bridge Park provides the opportunity for this infrastructure element to function at specific times as a street plaza for community and civic events. A cultural building serves as an anchor at the west end of the Park, providing for amenities including washrooms and potentially an indoor environment to support winter activities.

Key Directions: 1, 3, 4, 5 & 6

## Social Hub (Phase 2)

This component focuses on providing services for residents of the community with space available for programmed elements such as a daycare, seniors' centre, community kitchen and an adult learning centre. To contribute to the social vibrancy of the area it is key that this hub be located near the Bridge Park. Connecting the area to food production and preparation allows a contemporary realization of urban agriculture to tie back to the historical focus on the movement of wheat and other food staples.

Key Directions: 1, 2, 3, 4 & 5

## Community Recreation Hub (Phase 2)

Existing recreation services provided at Harry Bailey Aquatic Centre will be further augmented to meet the needs of the existing communities to the north and west, SIAST students, faculty and staff as well as the new residents of North Downtown.

Key Directions: 1, 3 & 5

## SIAST Public Space Node

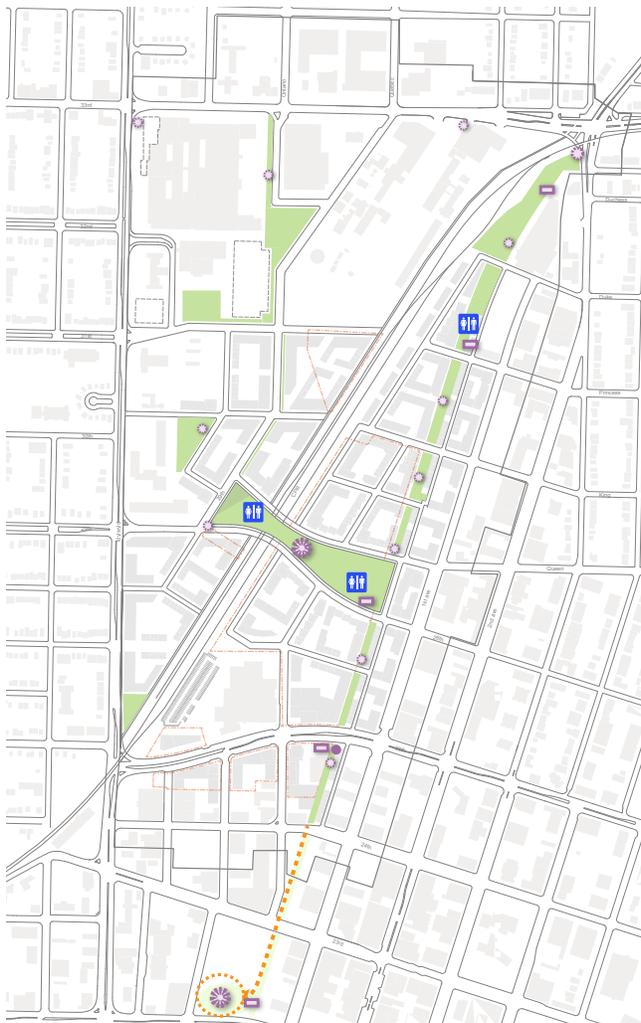
The creation of a new face to SIAST at a central location within the campus provides additional opportunities to connect the North Downtown area to this important post-secondary institution that is an integral component of the master plan.

Key Directions: 1, 2, 3, 4 & 5



Figure 5.53 - Community and cultural zones

The diagram below suggests locations for public art, including temporary structures by the students of the future architecture school. Warming huts are also a great opportunity to engage the local design community in the creation of public arts installations.



**Figure 5.56** - Location of Public Art, Warming Huts and Public Washrooms



**Figure 5.54** - Warming huts for winter use



**Figure 5.55** - Old tracks become part of the new surface treatment



**Figure 5.57** - Public art installations enhance the quality and character of the public realm

## 5.5 Infrastructure

### 5.5.1 Storm Water Management

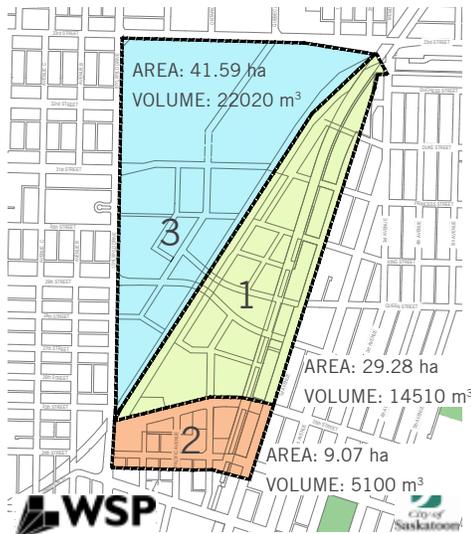


Figure 5.58 - Drainage areas

The proposed minor system for storm water management is shown on the Storm Sewer Concept plan on the opposite page. The minor system to drain the west catchment area makes use of existing storm sewers that discharge from the site via the 750mm storm trunk at Idylwyld Drive and 28th Street. The proposed development in the east of the CPR including Bridge Park will require demolition or abandonment of existing storm sewers and re-routing of existing minor system flows. However the overall outlet for the minor system east of the CPR will remain via a new connection to the 900mm storm trunk in 1st Avenue.

The City of Saskatoon Technical Steering Committee indicated that the existing storm sewers in the vicinity of this project area are near capacity and at risk to periodic surcharge during severe storms. Consequently, the final detailed design for storm water management in the North Downtown area will need to include storm water storage facilities capable of holding back the 1:100 year storm water flows. In order to evaluate the post-development storage requirements, the post development flow characteristics were estimated from the overall land use plan. The 1:100 year storm water accumulation for the post development condition was modelled using PCSWMM and the City of Saskatoon 1:100 year hyetograph. For this simulation, the area was divided into three catchment areas, one west of the CPR and two east of the CPR. A summary of the 100 year storm volume and delineation of these catchment areas is shown in the Drainage Areas diagram and summarized in the table below:

	AREA 1		AREA 2		AREA 3	
	Existing	Proposed	Existing	Proposed	Existing	Proposed
1. Catchment Area (ha)	29.28	29.28	9.07	9.07	41.59	41.59
a. Greenspace (ha)	2.70	6.33	0.00	0.00	3.73	5.37
b. Hard Surface (ha)	26.58	22.95	9.07	9.07	27.86	36.22
2. Average Runoff Coefficient	0.89	0.81	0.95	0.95	0.89	0.87
3. 1:100 Year Intensity (mm/hr)	106.53	106.53	124.57	124.57	86.30	86.30
4. 1:100 Year Flow (m <sup>3</sup> /s)	7.72	7.02	2.98	2.98	8.90	8.90
Runoff Volume (m <sup>3</sup> )	N/A	14610	N/A	5100	N/A	22020

Figure 5.59 - Summary of the 100 year storm volume



Figure 5.60 - Storm Sewer Concept Plan

### 5.5.2 Potable Water

The proposed water distribution system is shown in Figure 5.55. This system shall be looped internally and connected to the 600mm located at 1st Avenue. Based on the various land uses proposed within this development area, the 220 L/s fire flow requirement will need to be met throughout all phases of development. Given the mixed-use nature of this development, the per-capita design flows for single family residential development as outlined in the City of Saskatoon Development Standards Manual would not be applicable in the North Downtown project area. Consequently, the following assumptions for water consumption were used for this study:

- Average Daily Demand = 230L/capita/day
- Peak Day Demand = 483 L/capita/day
- Peak Hour Demand = 736 L/capita/day

A summary of the estimated water consumption based on the population estimates contained within this report are as follows:

- Average Daily Demand = 2732 m3/day
- Peak Day Demand = 5737 m3/day
- Peak Hour Demand = 8743 m3/day

Additional details are shown on the table below:

Land Use	Parcel Area (ha)	Residential Population	Retail/Office Equivalent Population	Water Demand (m3/day)		
				Average Day	Peak Day	Peak Hour
Phase 1A-Mixed Use	1.21	174	679	196.17	411.96	627.75
Phase 1B-Mixed Use	1.25	200	533	168.53	353.91	539.30
Phase 1C-Mixed Use	0.79	84	264	80.13	168.28	256.43
Phase 2A-HD Res.	1.72	602	40	147.77	310.31	472.86
Phase 2B-Med/HD Res.	2.73	950	0	218.50	458.85	699.20
Phase 2C-Mixed Use	3.27	447	1325	407.58	855.91	1304.25
Phase 3-Med/HD Res	2.03	709	0	163.07	342.45	521.82
Phase 4-Mixed Use	16.45	4487	1384	1350.31	2835.66	4321.01
<b>TOTAL FOR PROJECT AREA</b>	<b>29.44</b>	<b>7653</b>	<b>4226</b>	<b>2732</b>	<b>5737</b>	<b>8743</b>

Figure 5.61 - Summary of project area water consumption

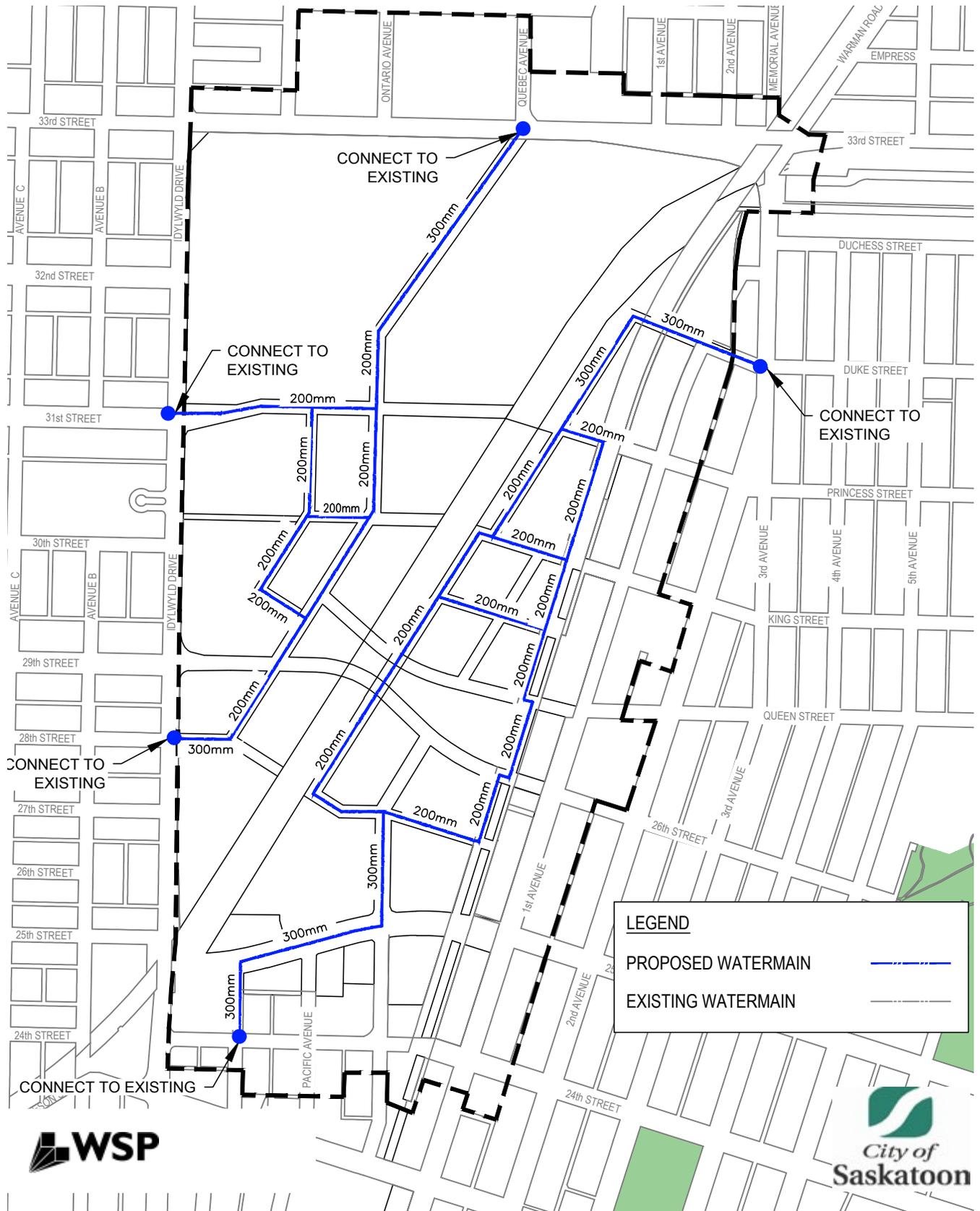


Figure 5.62 - Proposed water distribution diagram

### 5.5.3 Wastewater Collection System

The proposed wastewater collection system shown in Figure 5.57 conveys flows via the 750mm trunk sewer to the interceptor sewer near the river. As the City of Saskatoon is currently contemplating changes to their standard methods for calculating peak sewage flows, two approaches to this calculation were considered. The first of these is a standard Harmon calculation based on estimated population densities as outlined within this study. The second calculation method uses the proposed, “flow by building type” approach currently under development by Infrastructure Services. As the City has not confirmed this new approach as it pertains to mixed-use buildings, the estimated sewage flows were calculated using the traditional Harmon formula approach with an estimated average daily flow of 230L/capita/day.

The equivalent residential population of the multi-use development areas was provided in the development statistics table. For the office and retail contributions, equivalent populations were generated using projected floor space ratios and a rate of one person per 23 m<sup>2</sup>. The table below summarizes the results of this calculation.

Land Use	Parcel Area (Ha)	Residential Population	Retail/Office Equivalent Population	Harmon Peaking Factor		I&I (L/s)	Combined Peak Flow (L/s)
				Residential	Commercial		
Phase 1A - Mixed Use	1.21	174	679	4.17	3.90	0.21	8.28
Phase 1B - Mixed Use	1.25	200	533	4.15	3.96	0.21	8.32
Phase 1C - Mixed Use	0.79	84	264	4.26	4.10	0.13	8.50
Phase 2A - HD Res	1.72	602	40	3.93	4.33	0.29	8.56
Phase 2B - Med/HD Res	2.73	950	0	3.81	0.00	0.46	4.28
Phase 2C - Mixed Use	3.27	447	1325	4.00	3.72	0.56	8.27
Phase 3 - Med/HD Res	2.03	709	0	3.89	0.00	0.34	4.24
Phase 4 - Mixed Use	16.45	4487	1384	3.29	3.70	2.80	9.79
<b>TOTAL FOR PROJECT AREA</b>	<b>29.44</b>	<b>7653</b>	<b>4226</b>	<b>31.51</b>	<b>23.72</b>	<b>5.00</b>	<b>60.23</b>

\*Constants used for Harmon equation: F=230 L/capita/day, K=86400 s/day, I&I=0.17L/s/ha. Equivalent population for commercial based on floor area estimates and 1 person/23m<sup>2</sup>).

**Figure 5.63** - Summary of project area water consumption

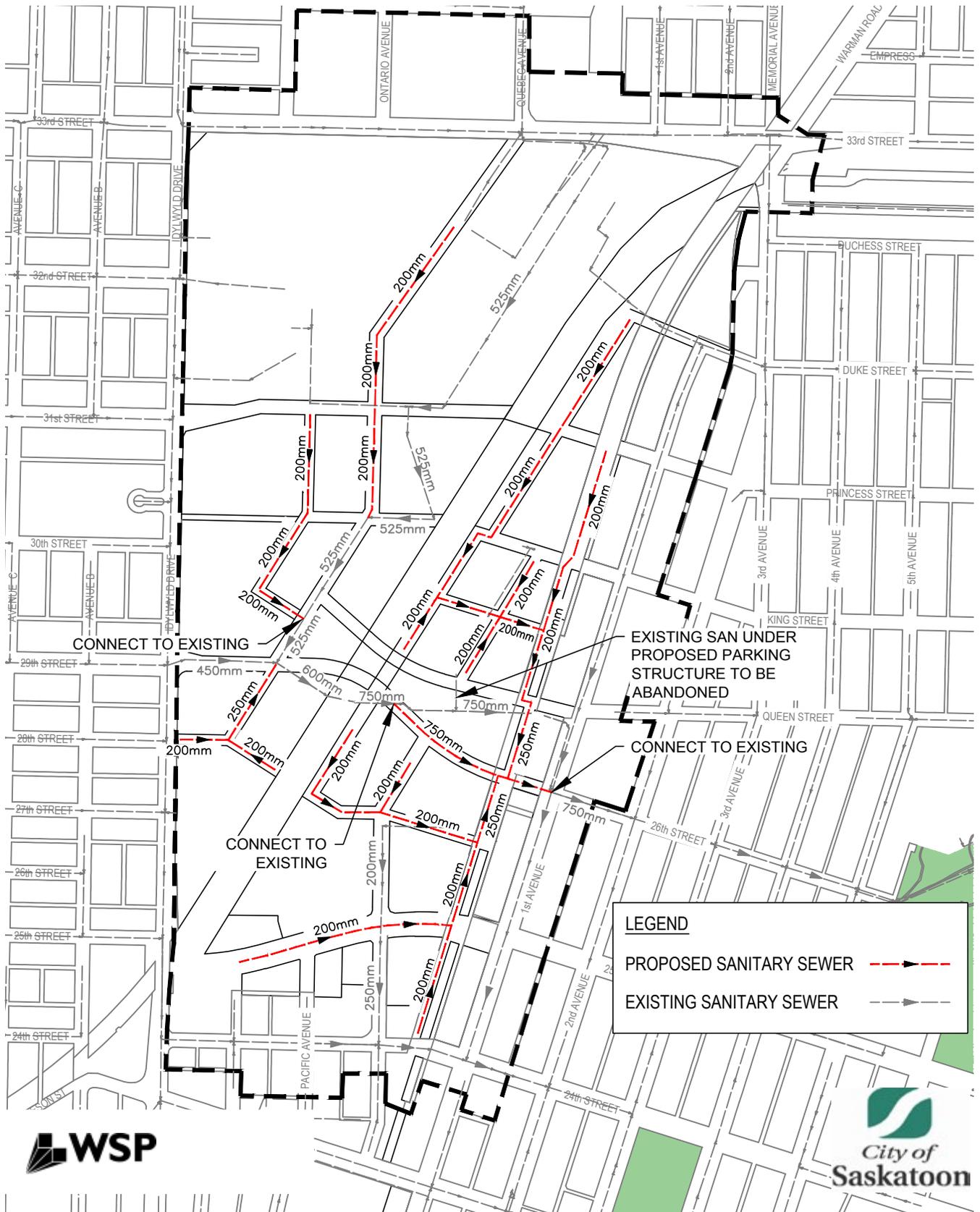


Figure 5.64 - Proposed waste water collection system

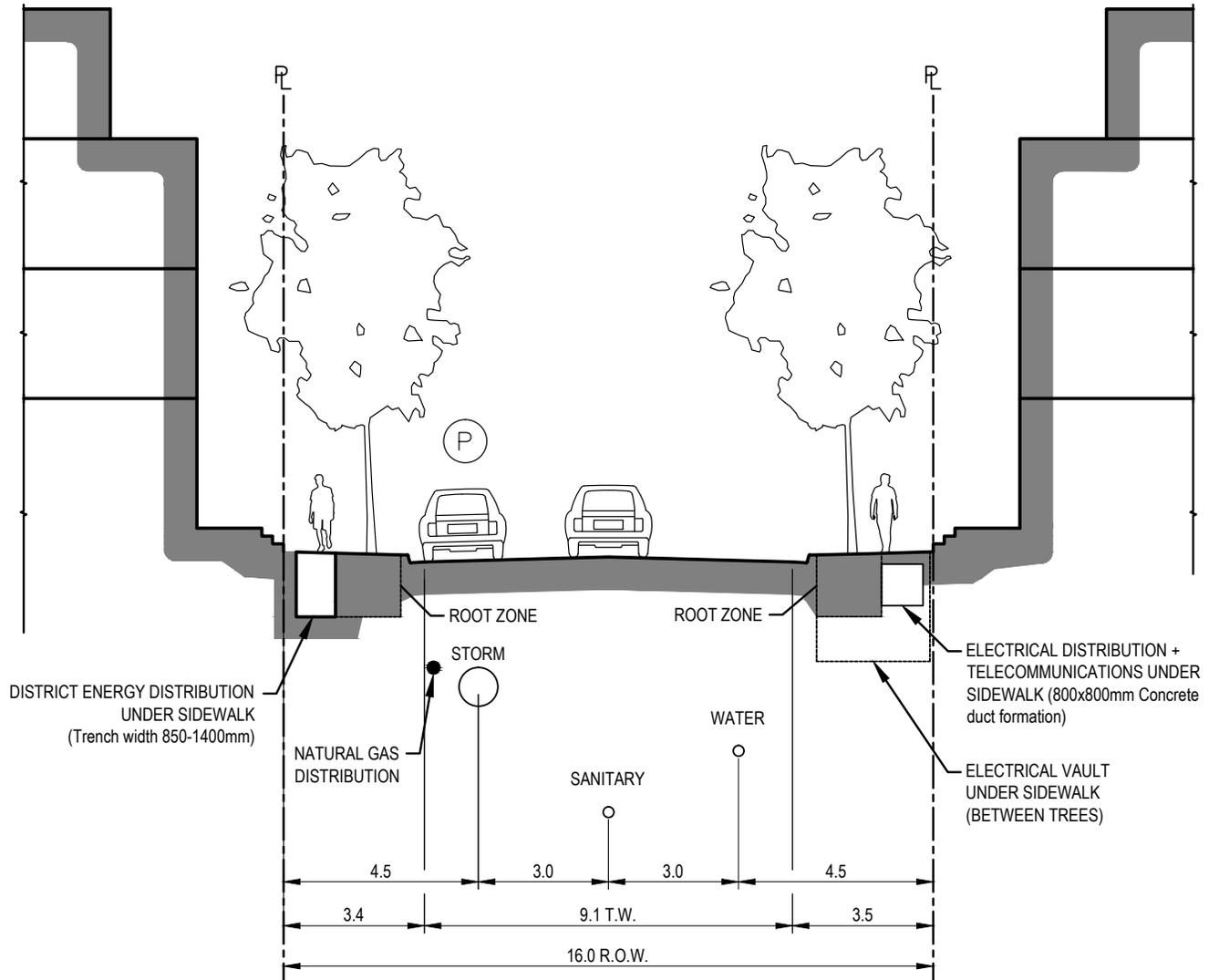
### 5.5.4 Electrical Considerations

Saskatoon Light & Power (SL&P) is undertaking a study of the Bulk Power System which includes all of the SL&P electrical transmission lines. The transmission line of particular interest regarding the North Downtown Master Plan is a proposal to extend a new transmission line between the North Central Electrical Substation (Princess Street and 1st Avenue) and the Avenue C Electrical Substation (Spadina Crescent and Avenue C). The study underway will be considering multiple options, provide planning level estimates and provide discussion regarding the other implications of the individual right of ways. More detailed analysis of these options will occur following the completion of this study and there will be further consultations. Given the Council vision to make Saskatoon's core area as viable and attractive as possible, including the North Downtown, only an underground transmission line should be considered.

Saskatoon Light & Power has begun an analysis of the two basic options to provide an electrical distribution system for the North Downtown area. One option is an under sidewalk vault concept which would include vaults located in larger buildings or structures. This is the preferred option from an urban design point-of-view which has been illustrated in the cross-section to the right.

The other concept would be to place pad-mount electrical utility equipment at grade level upon the property of a particular development. Saskatoon Light & Power is aware of the need to consider the aesthetics as well as the functionality of the distribution system. Individual developments will have to accept the specific electrical costs related to the specific development.

In addition, there are the offsite costs which must be apportioned reasonably to each development. This is complicated by the expectation that fully developing this area to the Master Plan occupation density could take a substantive period of time. At this time it is not possible to suggest which electrical distribution system concept will be recommended. In the future an electrical distribution system concept will be approved and it is expected to be applied throughout the area excepting servicing which has already occurred.



**NOTE:**

DEPTHS OF WATER/SEWER/STORM UTILITIES WILL VARY. MINIMUM DEPTH OF COVER BASED ON CONSTRUCTION DEVELOPMENT STANDARDS, AS FOLLOWS:

- STORM - 1.85m
- SANITARY - 2.90m
- WATER - 2.90m

**Figure 5.65** - Preliminary location of underground services and utilities in the narrowest right-of-way proposed in the master plan (16.0 metres - Mews)

# Development Statistics: Full Build-out

Residential Land Area: 31 ac

Mixed Use Land Area: 40 ac

Green Space: 11 ac

Public Utility: 2 ac

Total Number of Dwelling Units: 4,300

Population: 7,650



## Comparison with New Greenfield Suburban

### North Downtown

Residential Land Area: 31 ac

Total Units: 4300 units

Net Density: 51 upa

Population: 7650

Raw/Neighbourhood Density: 36 upa

**Green Space: 9% of gross land area (11 ac)**

### Blairmore 2

Residential Land Area: 300 ac

Total Units: 4200 units

Net Density: 13 upa

Population: 9800

Raw/Neighbourhood Density: 8 upa

**Green Space: 12% of gross land area (35 ac)**

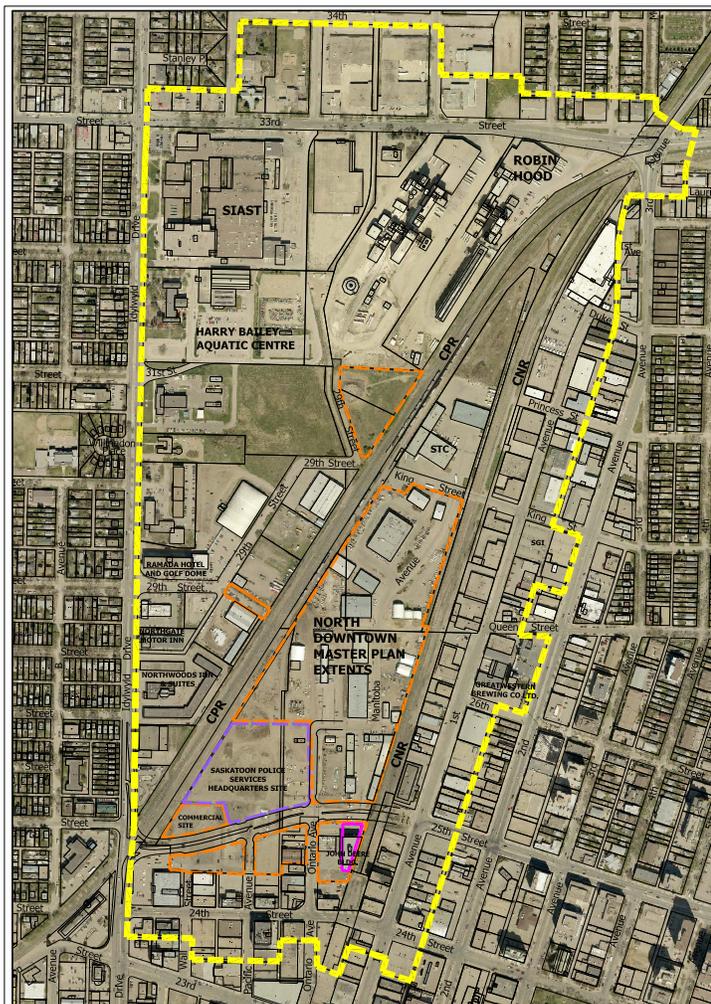
Current Population Estimate for the Central Industrial Area: 210

# Preliminary Financial Analysis by Coriolis Consulting Corp. (excerpt)

## 1. Base Condition: Estimated Value of City-Owned Land under Existing Zoning

**Exhibit 1: Estimated Value of City owned Land Under Existing Zoning**

Industrial Lands	Estimated Land Area in Acres	Estimated Value Per Acre	Estimated Total Value
West of CPR - Industrial	3.0	\$400,000	\$1,200,000
North of 25th Street - Industrial	21.5	\$400,000	\$8,600,000
<b>Total Value - Industrial</b>	<b>24.5</b>	<b>n/a</b>	<b>\$9,800,000</b>
Less Demolition of Existing City Yards	n/a	n/a	\$500,000
Less Remediation	n/a	n/a	\$6,500,000
<b>Net Value after Demolition and Remediation</b>	<b>n/a</b>	<b>n/a</b>	<b>\$2,800,000</b>
RA1 Lands	Estimated Land Area in Acres	Estimated Value Per Acre	Estimated Total Value
North of 25th Street - RA-1	0.9	\$4,356,000	\$3,920,400
South of 25th Street - RA-1	3.6	\$4,356,000	\$15,681,600
<b>Total South of 25th Street</b>	<b>4.5</b>	<b>n/a</b>	<b>\$19,602,000</b>
Total Estimated Combined Value	Estimated Land Area in Acres	Estimated Value Per Acre	Estimated Total Value
<b>Total Value of Industrial and RA1 Lands</b>	<b>29</b>	<b>n/a</b>	<b>\$22,402,000</b>



### Concepts Analyzed

This report summarizes the results of the analysis for two different concepts. They share many similarities, however, a key difference between the two concepts is that one includes the creation of a large park that spans the CP rail corridor which bisects the study area while the other does not. The inclusion of the larger park results in less developable land in this option. In addition (due to the different park locations), there are minor differences in road layouts between the two options.

## 2. Recommended Option: Bridge Park

1. Scenario 1 includes all of the estimated land development costs
2. Scenario 2, excludes specific land development costs which are not directly associated with developing the City's lands and could be viewed as items that benefit the surrounding property owners (as identified by the City). This includes the pedestrian and bicycle bridge that crosses the CP Rail corridor connecting 31st Street and Princess Avenue and the portion of the proposed greenway (including the associated land acquisition costs) that is located north of King Street (and is not adjacent to the City's property).

**Exhibit 3: Summary of Financial Analysis for Option 2 - Bridge Park Concept**

Summary of Land Development Revenues and Costs	Scenario 1: All Costs Included	Scenario 2: With Specific Costs Excluded
Gross Revenues Before Inflation	\$71,826,105	\$71,826,105
Inflation on Revenues	\$0	\$0
Commissions	\$0	\$0
Net Revenues	\$71,826,105	\$71,826,105
Land Acquisition	\$5,375,000	\$4,925,000
Land Development Costs	\$94,474,035	\$86,973,035
Soft Costs, Administration, Management, Taxes, Financing	\$19,157,522	\$17,814,827
Contingencies	\$10,835,583	\$9,295,283
Inflation on Costs	\$0	\$0
Total Costs	\$129,842,140	\$119,008,145
Revenues Less Costs	-\$58,016,035	-\$47,182,040



The "Bridge Park". This concept can be summarized as follows:

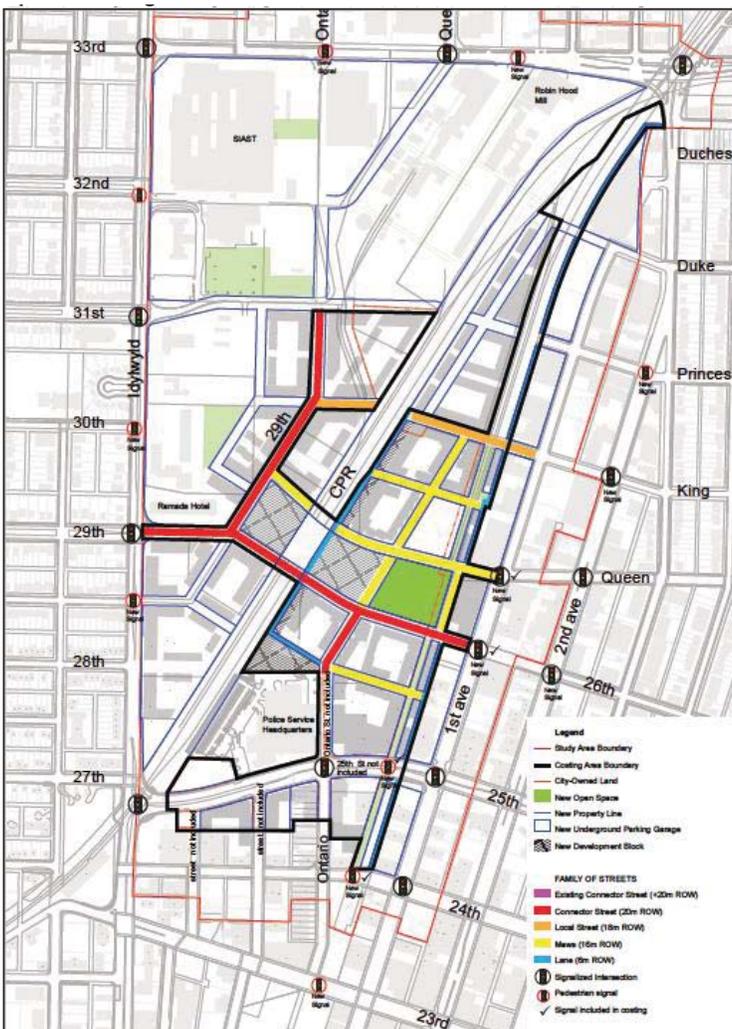
- The concept includes about 23.4 acres of developable land that is already owned by the City or assumed to be acquired as part of the land development process. This includes 7.3 acres identified for mixed-use development and about 16.1 acres identified for multifamily residential development.
- A large (about 5 acre) new elevated park (Bridge Park) spans the CP Rail corridor, connecting the existing and planned new neighbourhoods on each side of rail line.
- The concept includes twin bridges crossing the CP Rail corridor (forming part of Bridge Park), linking the east and west sides of the study area (and existing neighbourhoods).

### 3. Neighbourhood Park Concept

1. Scenario 1 includes all of the estimated land development costs
2. Scenario 2, excludes specific land development costs which are not directly associated with developing the City's lands and could be viewed as items that benefit the surrounding property owners (as identified by the City). This includes the pedestrian and bicycle bridge that crosses the CP Rail corridor connecting 31st Street and Princess Avenue and the portion of the proposed greenway (including the associated land acquisition costs) that is located north of King Street (and is not adjacent to the City's property).

**Exhibit 2: Summary of Financial Analysis for Option 1 - Neighbourhood Park Concept**

Summary of Land Development Revenues and Costs	Scenario 1: All Costs Included	Scenario 2: With Specific Costs Excluded
Gross Revenues Before Inflation	\$82,877,297	\$82,877,297
Inflation on Revenues	\$0	\$0
Commissions	\$0	\$0
Net Revenues	\$82,877,297	\$82,877,297
Land Acquisition	\$5,375,000	\$4,925,000
Land Development Costs	\$53,682,634	\$46,011,634
Soft Costs, Administration, Management, Taxes, Financing	\$13,324,604	\$11,948,759
Contingencies	\$9,185,138	\$7,593,838
Inflation on Costs	\$0	\$0
Total Costs	\$81,567,376	\$70,479,231
Revenues Less Costs	\$1,309,921	\$12,398,066



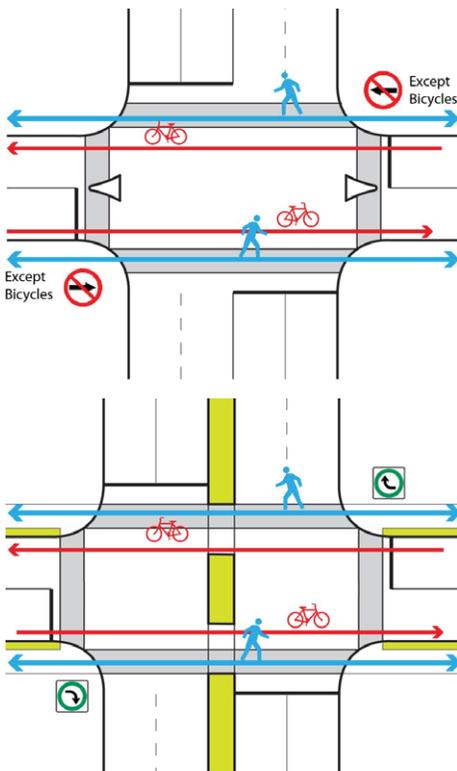
The "Neighbourhood Park" . This option was evaluated as a lower cost alternative to the preferred concept that is the focus of the Master Plan report. It can be summarized as follows:

- The concept includes about 27.3 acres of developable land that is already owned by the City or assumed to be acquired as part of the land development process. This includes 7.3 acres identified for mixed-use development and about 20.0 acres identified for multifamily residential development.
- A new 2 acre neighbourhood park is located near the centre of the City's lands (between 26th Street and Queen Street) adjacent to a new north-south greenway (on the former CN rail spur).
- The concept includes a new bridge that crosses the CP Rail corridor, linking the east and west sides of the study area (and existing neighbourhoods).

## 3.4 Themes Common to All Groups

### 3.4.1 Connectivity: Connect Parts of the City Historically and Currently Divided

Connectivity was the strongest theme in all three phases. What had previously seemed an impossible dream—‘deal with the vast and gaping hole in the middle of the city by connecting the City from north to south, east to west’ emerged as a powerful unifying vision for the citizens of Saskatoon. People were excited by the potential of a Master Plan that could open up connections to the entire city that were previously unimaginable. Many stories were told of dodging the trains, or cycling convoluted routes to go what should be a very direct route. Opening access to the river with bike paths, walking trails and roadways was applauded and seen as essential for the area. Opportunities to plan and build strong and respectful linkages with the surrounding communities was a common message. It was the thrill of connectivity that led citizens to suggest a hybrid of the two proposed plans. Citizens wanted both the land bridge AND the greenway along the rail spur; incorporating both of these options ensures connection north and south, and east and west. The ability to connect with the downtown core was especially applauded at the June event when the Downtown Plan was being introduced at the same time.



**Figure 3.18** - Connecting streets strategies

### 3.4.2 Transportation

Closely linked to Connectivity was Transportation. Participants want linkages and transportation to include a variety of means, including foot traffic, cycling, LRT, transit, and other alternatives to automobiles. During the third round of consultations, people acknowledged that by the time the plan is implemented and developed, transportation modalities may look quite different than they do today. A common theme among participants focused on how public transportation would move people to and around the parks. While people championed the need for connectivity, there were also those who gave a thumbs down to any consideration of a road across the land bridge, preferring that it be left as one continuous park with pedestrian and cycling access only. Traffic on either side of the land bridge was seen as disruptive by some but endorsed by the majority. Beyond that, participants stressed that traffic flow around the parks and immediate communities would have to be carefully planned and developed, and were particularly concerned with Idylwyld traffic.

### 3.4.3 Green space and Trail System

Connectivity was very closely followed by park space, sports fields, treed trails, ponds and water features. The ability to connect with agricultural roots through local food production and community gardens was emphasized by all groups.

There was strong support for having green spaces and parks, especially near the downtown core. Participants encouraged expanding the idea of what the parks could be and what activities they could support (public gardens, sports, festivals, etc.). Many participants wanted recreational activities, such as running, cycling, and snowshoeing to be incorporated with the development of the parks. People suggested a skating loop around the land bridge park and alongside the rail spur pathway. Creating a vista and contemplative spaces within the parks, particularly the land bridge was encouraged.

Participants also wanted more green space and community gardens incorporated into the warehouse district; a small number gave a thumbs down to everyone being within 5 minutes access to green space “That’s too far. It should be less”, thus reinforcing the passion that participants have for the green space outlined in the plan. The idea for a fenced off leash area for dog walkers was applauded. “Fenced=Perfect! Thank you!”

### 3.4.4 Winter City

During the first two consultations, participants were adamant that the reality of a Saskatoon prairie winter be a serious consideration when developing the plan. Respondents noted that there are unique needs and challenges that come with being located in a northern climate faced with prolonged winters. Based on this feedback, the needs and challenges were more fully incorporated into the plan to reflect the reality of winter. Road, path and parking lot snow clearing considerations, climate oriented design, boulevards for snow storage, and winter specific infrastructure were presented in the final presentation. Warming huts along pedestrian and transit routes were encouraged.

This was met with resounding support, with participants citing the acknowledgement of winter as a critical factor as one of their favorite parts of the plan.

“F.L. Olmstead used a vista/path tactic in Central Park to allow the visitor to ‘see’ where they were or are going along the path. One bridge could easily see the other, offering the same type of experience”

“The land bridge is a fabulous idea but once you put cars on it, it singularly limits its function as pure bridge”



**Figure 3.19** - The inclusion of areas for warming during winter months was an important concern

### 3.4.5 Parking

While people acknowledge that this project will become a reality in years to come, they tend to offer feedback through a present day lens. Participants call for parking propels present day transportation modalities—the car—into the future. While it is anticipated that cycling, pedestrian and transit will increase in Saskatoon over the next few years, participants cautioned the project team not to forget that Saskatoon is a car-oriented city. This orientation, coupled with the North Downtown becoming a destination demands that the site have parking for both residents and visitors. Participants emphasized the importance of the North Downtown as a gathering place, and suggested that there would have to be the parking capacity to enable the community to come together. Underground parking associated with the land bridge was seen as an innovative solution to the parking dilemma. One participant, who did view things in a futuristic light suggested that the team “take inspiration from the end scene of Mission Impossible Ghost Protocol and consider automated parking garage buildings which place parking upward vs. outward.” (The garage was built at the Canadian Motion Picture Park in Vancouver. ([jerrygarret.wordpress.com/2011/12/22/where-was-that-parking-garage-in-mission-impossible-iv/](http://jerrygarret.wordpress.com/2011/12/22/where-was-that-parking-garage-in-mission-impossible-iv/)))

### 3.4.6 Planning for an Attractive Sustainable Site

Participants were clear that the planning process is crucial to proper execution and development. They applauded the fact that they were being involved and consulted to provide their input. People were clear that planning should be proactive and forward thinking, always bearing in mind the future uses and needs of the community. There was strong support for mixed use planning, as well as high density planning. Participants saw this plan as an exciting opportunity to create a strong identity for the community.

### 3.4.7 Development and Architectural Guidelines

Participants were emphatic that the City demand high development and architectural guidelines for the North Downtown Development. Some participant's emphasized 'control' would be a stronger demand than 'guidelines'. People want to see "creative and beautiful architecture in housing, store fronts, play structures—everything. Everything needs to be approached with an eye to creating a pleasing aesthetic." There was a strong sentiment that Saskatoon has "just settled for whatever the developer wants to do" and "let's force policies and bylaws to avoid horrible buildings like the new Holiday Inn."

### 3.4.8 Mid to High Density

People expressed that "unless the development can reach a high enough residential threshold the project will not be successful." The proposal for a mid to high density development was also acknowledged by the participants as being "important if we want to keep our young people here, and attract young a savvy people to make a life in Saskatoon." This meant that a percentage of the properties needed to include attractive price points, and have range of options from townhouses to apartments. "Take advantage of sky space and build-up! If we want to be a big city we HAVE to build up." People also welcomed placing many properties on street level to encourage 'eyes on the street'.

### 3.4.9 Amenities

A local grocery store was frequently mentioned as the key to success in the North Downtown. Amenities and gathering spots such as coffee shops, bistros, shops and galleries were encouraged. Saskatoon's Broadway district was used as an example of a unique area that celebrated the local Saskatoon culture and created a vibrant community.

### 3.4.10 Let's Get Building

Participants were enthused by the North Downtown Master Plan and eager for it to be built sooner, rather than later. Many expressed that the "time is now. We should be fast-tracking this while the province is booming!"

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## Procedures and Practices for Advancing Councillor and Constituent Interests at City Council Meetings

**Recommendation:**

That the direction of the Committee issue.

**Topic and Purpose**

The purpose of this report is to provide an overview of the procedures and practices that selected western Canadian cities have adopted to give their elected officials tools to represent their constituents' interests and concerns or their own interests and concerns at City Council meetings.

**Report**

The report will address three formal procedures and practices that the cities of Calgary, Edmonton, Regina, and Winnipeg have adopted. Namely: (1) Notice of Motion; (2) Councillor Inquiries; and (3) Question & Answer Period.

It should be noted that not all of the cities in the sample use all of these practices and procedures. In fact, Winnipeg does not use Councillor Inquiries, but all other cities do. Calgary and Winnipeg are the only cities to use Question & Answer Period, while Regina and Winnipeg do not. The City of Saskatoon also uses the Question & Answer Period, but this procedure/practice is not sanctioned by Bylaw 8198, The Council and Committee Procedure Bylaw. This is unusual as all Council and Committee meeting procedures are stipulated in a city's procedure bylaw.

So what are the major differences between these three procedures or practices? According to the research, the primary differences relate to the nature or scope of the issue. In other words there is a progression in terms of the scope of the issue that needs to be addressed. A brief explanation of each procedure/practice is provided below.

**(1) Notice of Motion**

Typically, the Notice of Motion procedure is used by elected officials to raise issues that are of a city-wide, or macro, nature. A good example of this would be for an elected member of Council to raise the issue of a residential snow clearing program for the entire city. This issue would not only affect a Councillor's ward but would have implications throughout the city.

Because the Notice of Motion may direct a significant amount of work on the part of the Administration, or may result in a substantial policy change, a majority vote of Council members is required for the Notice of Motion to be successful. This is a similar procedure that is used to pass any other motion at a Council or Committee meeting.

According to the procedure bylaws in the sample cities, and the City of Saskatoon, there are no significant differences with respect to this procedure. In other words, all of the cities have very similar language around how this procedure is used. However, the main difference lies in how frequently the procedure is used. At one end of the spectrum is the City of Calgary, which uses the procedure very frequently. At the other end of the spectrum is the City of Saskatoon, which uses the procedure very rarely. The other three cities (Edmonton, Regina, and Winnipeg) lie somewhere in the middle.

## **(2) Councillor Inquiries**

Attachment 1, Councillor Inquiries A Research Review, provides the details on how Councillor Inquiries are handled in those cities that have adopted the procedure. Generally, a Councillor Inquiry is a written request from a Member of Council to the Administration that is made at a Council or Committee meeting. The request typically requires the provision of information and a report to be provided at a future meeting.

While the Notice of Motion is used for issues that have a broad focus, meaning city-wide implications, Councillor Inquiries typically pertain to issues that have implications for a particular ward, or more "micro" issues. A good example of a Councillor Inquiry would be for a Councillor to request that the Administration investigate the cost of installing traffic signals at a particular intersection.

After conducting a review of the procedure bylaws and Council meeting agendas in the cities of Calgary, Edmonton, Regina, and Winnipeg, only the City of Winnipeg does not use such a procedure. The procedures used in the three cities are extensive and have some similarities, such as placing limitations on Inquiries, including a procedure that allows an inquiry to be abandoned, and permitting responses to be given verbally by the Administration where possible.

## **(3) Question & Answer Period**

Attachment 2, Question & Answer Period during Council Meetings: A Research Review, provides details on the procedures used for Question & Answer Period in the selected Western Canadian cities. This procedure/practice is typically used to provide Councillors and/or the Mayor with the ability to ask questions to the Administration that relate to items or issues of an emergent nature. Questions are typically brief and relate to an issue where a verbal answer would be sufficient to answer the question. A good example of this would be a Councillor asking the Administration to explain how it is responding to a major snow storm that may have happened the day before.

Although Calgary and Winnipeg are the only cities that use this procedure/practice and have the procedure/practice defined in their respective bylaws, the procedure used in these differs substantially from one another. For example, in Calgary questions are asked by Councillors and are directed to the Administration, whereas in Winnipeg, Councillors direct their questions to the

Mayor and other members of Council, particularly the Chairs of the Standing Committees. Despite those differences, the procedures in the two cities have some similarities in that they place time limits on the length of questions and limit the number of questions that each Councillor may ask.

As noted earlier, the City of Saskatoon has adopted this practice at its Council meetings, but there is no procedure governing this practice in Council's procedure bylaw.

### **Attachments**

1. Councillor Inquiries: A Research Review
2. Question & Answer Period during Council Meetings: A Research Review

### **Report Approval**

Written by: Mike Jordan, Director Government Relations  
Reviewed by: Joanne Sproule, City Clerk  
Approved by: Marlys Bilanski, Acting City Manager

Report Advancing Councillor and Constituent Interests.docx

## Attachment 1

### Councillor Inquiries: A Research Review

#### [1] Introduction:

As the City of Saskatoon prepares to launch a new Council and Committee governance structure, some issues have emerged which require further direction or clarification. One such issue relates to the concept of Councillor Inquiries. The purpose of this review is to highlight the procedures used in selected Western Canadian Cities (Edmonton, Calgary, Regina and Winnipeg) as they relate to Councillor Inquiries<sup>1</sup>.

After conducting a review of the procedure bylaws and Council Meeting Agendas in the cities of Calgary, Edmonton, Regina, and Winnipeg, only the City of Winnipeg does not use such a procedure. The procedures used in the three cities are extensive and have some similarities, such as placing limitations on Inquiries, including a procedure that allows an inquiry to be abandoned, and permitting responses to be given verbally by the Administration where possible.

Another interesting similarity among these cities is that they also have procedures in place to ensure a single member of City Council does not direct a disproportionate amount of work through the Inquiry process. They do this by ensuring that Inquiries have some sort of voting process tied to them. Typically, a simple majority of Council is all that is required to add some legitimacy to the Inquiry process.

The procedures used in Calgary and Regina are very similar to one another. The City of Edmonton's procedures departs somewhat from these cities in that it allows Inquiries to be made (and answered) at Standing Committees, whereas in Calgary and Regina, Inquiries are permitted at a Council meetings.

The City of Saskatoon also utilizes this procedure during its Council meetings, but Saskatoon's existing procedures are less detailed and contained in two separate bylaws. Like other cities, Saskatoon would be well served by combining this procedure in one bylaw, increasing the monetary threshold for responding to inquiries and limitations on the nature or scope of the inquiry. It will also benefit from creating a procedure that permits an Inquiry to be abandoned by Council.

Therefore, this report will begin by providing an overview of Saskatoon's procedure and then will address the procedures used in Edmonton, Calgary and Regina.

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<sup>1</sup> Refers to an Inquiry made a Member of Council to the Administration during a meeting of Council or Committee. Can be referred to as "Enquiry" Members Enquiry or "Administrative Inquiries." For the purposes of this document, the term Councillor Inquiries will be used to capture all noted terms.

## **[2] The City of Saskatoon's Procedures:**

Section 28 of the City of Saskatoon's Council and Committee Procedure Bylaw (Bylaw 8198) provides the procedures that the City of Saskatoon uses for Councillor Inquiries. According to this section of the Bylaw:

*28. (1) A member of Council may make an enquiry at any meeting of Council regarding any matter to:*

- (a) any committee of Council;*
- (b) any board of a controlled corporation as defined in The Cities Act;*
- (c) the Saskatoon Board of Police Commissioners;*
- (d) the Saskatoon Public Library Board;*
- (e) the board of a business improvement district as defined in The Cities Act; and*
- (f) the administration.*

*(2) All enquiries must be in writing and delivered to the City Clerk.*

*(3) The City Clerk shall refer all answers to enquiries to a Council meeting.*

*(4) The Mayor may rule that any enquiry is out of order as not constituting a proper enquiry and refuse to put forward the enquiry.*

*(5) Any member of Council may request further information if they feel the reply to an enquiry is insufficient, but this request must be approved by Council.*

As the research in the subsequent section of this document shows, Saskatoon's procedures are relatively consistent with those of other cities, but have some significant gaps or limitations. For example, Bylaw 8198 does not contain provisions for abandoning an inquiry and nor does it place a value threshold on the cost that an inquiry may incur on the City.

However, with respect to the latter point, section 14 of Saskatoon's City Administration Bylaw (Bylaw 8174) places a value threshold of \$500 on councillor inquiries. This amount is 50 percent lower than the value threshold adopted in other cities (\$1000). Section 14 reads:

*(1) The City Manager shall determine whether any enquiry by a member of Council will cost more than \$500.00 to provide a written answer to by reason of:*

- (a) time of City employees;*
- (b) the need to hire additional employees; or*
- (c) the necessity of paying for information required to answer the enquiry.*

*(2) If it is likely to cost more than \$500.00 to provide a written answer to the enquiry, the investigation necessary to answer the enquiry shall not proceed until the City Manager has received Council authorization*

*(3) All enquiries will be reported on and answered by the administration as soon as conveniently possible having regard to the urgency and importance of the subject matter of the enquiry as decided by the City Manager.*

### **[3] Procedures in Selected Western Canadian Cities**

#### **[3.1] City of Edmonton**

The City of Edmonton's Procedures and Committees Bylaw, Bylaw 12300, defines a "Councillor Inquiry" as a "written request from a Member of Council to the City Manager, made at a meeting, for the provision of a report containing information relating to the business of the City." Part VI of the Bylaw provides a very detailed process for inquires and their responses.

Specifically, section 41(1) of the Bylaw states that any Councillor may make a Councillor Inquiry through the Chair, to the City Manager, at any regular meeting of (a) City Council and (b) standing committees of Council. In Edmonton, like most cities, a Councillor Inquiry may only be made during the appropriate portion of a regular Council or Standing Committee meeting.

Section 41(2) clarifies that Councillor Inquiries made at a Standing Committee must be made at the Standing Committee that would normally deal with the issue. ,

Section 42 of the Bylaw lays out the requirements for written inquiries and verbal answers. According to 42(1), a Councillor Inquiry and any preamble must be brief and must be submitted in writing to the City Manager before or during the portion of a regular meeting for Councillor Inquiries as set out on the agenda.

Section 42(2) stipulates that the City Manager may verbally answer a Councillor Inquiry at the Council or Standing Committee meeting at which it is made, however, any Member of Council may request that the response be submitted to the Standing Committee in writing.

Edmonton's bylaw includes a process to which the City Manager may abandon an inquiry. According to section 44 of the bylaw, the process is as follows:

- (1) If the City Manager gives a status report indicating that the financial or other resources required to answer the Councillor Inquiry are substantial and will affect the City Manager's budget Council may direct the Administration to abandon the inquiry.
- (2) A Councillor may at the meeting of Council or the Standing Committee where the Councillor Inquiry was originally made instruct the City Manager to abandon an inquiry.

This is typically done by a majority vote of Council or Standing Committee members.

In terms of responses to Councillor Inquiries, sections 45 through 48 of the Bylaw states as follows:

- A response to a Councillor Inquiry that was made at a Council must be directed to the applicable Standing Committee;
- The City Manager may verbally answer a Councillor Inquiry at the Standing Committee meeting which it is made;
- Any Councillor may request that the response be submitted to the Standing Committee in writing;

- Council or a Standing Committee may give instructions to the City Manager, but Councillors must not give direct instructions to the City Manager or to the employees of the City Manager without a specific direction (or resolution) from Council or a Standing Committee. This process would require a majority vote of Council or the Standing Committee.

### **[3.2] City of Calgary:**

Sections 101 through 104 of the City of Calgary's Procedure Bylaw (Bylaw 44M2006) provide the details regarding Council Inquiries. Calgary's Bylaw uses the term "Administrative Inquiries" to refer to Council Inquiries of the Administration.

Calgary's Bylaw defines "Administrative Inquiry" is a written request from a Member of Council to the Administration, made at a Meeting, for the future provision of information and a report;

According to Section 101 of the Bylaw:

(1) A Member of Council making an Administrative Inquiry for answer at a subsequent Regular Business Meeting shall put the Administrative Inquiry in writing and, prior to or during a regular Business Meeting, hand it to the City Clerk who will read it aloud immediately prior to adjournment.

(2) Unless an Administrative Inquiry specifies that the Member wishes the answer to appear on a subsequent Council Agenda, the Administration shall give the answer directly to the Council Member.

(3) Notwithstanding subsection (1) Council may make a motion to waive the reading of an Inquiry.

Section 102 of the Bylaw addresses the issue of cost to the Administration in order to provide a response to the Inquiry. According to this section of the Bylaw:

When the Administrative Inquiry involves a written answer for a future Regular Business Meeting and the cost to The City, which would be incurred by reason of:

(1) time of City employees which must be taken from performance of their regular duties or overtime which must be worked;

(2) the need to hire additional employees; or

(3) the necessity of obtaining and paying for the information from other than City employees;

is likely to be more than \$1,000.00 and no appropriation has been made for such expenditure in the budget, the Administration shall report the anticipated cost to Council before undertaking the Administrative Inquiry.

When the Administration has reported on the above matters, Council may, by a majority vote:

- (1) direct that the Administration proceed with the investigation necessary to answer the Administrative Inquiry; and
- (2) shall provide for the payment of the costs.

Section 103 of the Bylaw states that an Administrative Inquiry is not debatable until the reply has been made or presented at a Regular Business Meeting.

Finally, section 104 allows a Council member to instruct the Administration to abandon the inquiry. However, no further details are provided as to how this is done.

### **[3.3] City of Regina:**

Like other cities in this document, the City of Regina's Procedure Bylaw, Bylaw #9004, details the process for dealing with Councillor Inquiries to the Administration. The City of Regina uses the term "Enquiries" to refer to Councillor or Administrative Inquiries.

Section 31 of the Bylaw deals entirely with the process and Regina's procedures are very similar to those used by the City of Calgary. According to this section of the Bylaw:

(1) Enquiries shall not express an opinion, reason, or explanation for the submission thereof and shall be brief and to the point and shall be answerable by brief statements, and no preamble or introduction shall be permitted to explain the reason for such enquiry.

(1.1) The enquiry must be within the administrative responsibility or be for information in the possession of the Administration.

(2) A member shall submit the enquiry to the City Clerk.

(3) Unless an enquiry from a member specifies that he wishes the answer to appear on a subsequent Council agenda, the City Manager shall send or give the answer directly to the member making the enquiry, with a copy being provided to all members.

(4) When the enquiry of a member involves a written answer to be given at a future meeting and it appears to the City Manager that the cost to the City which would be incurred by reason of

(a) time of City employees which must be taken from performance of their regular duties or overtime which must be worked,

(b) the need to hire additional employees, or

(c) the necessity of obtaining and paying for the information from other than City employees,

is likely to be more than One Thousand Dollars (\$1,000.00) and no appropriation has been made for such expenditure in the budget of an department, the City Manager shall report at the next meeting of Council the anticipated cost before undertaking the enquiry.

(4.1) When in the opinion of the City Manager an answer to an enquiry would contain information of a confidential nature, including:

(a) information, the dissemination of which may be precluded under the City of Regina Policy on "Access to Municipal Information and Protection of Individual Privacy";

(b) matters which would fall within the City of Regina "Statement of Policy" concerning private items before standing or special committees of Council; or

(c) information, access to which might be denied pursuant to Parts III or IV of The Local Authority Freedom of Information and Protection of Privacy Act;

the City Manager shall submit a confidential report to the Executive Committee of Council, and shall identify that information which is deemed confidential and the basis of the claim for confidentiality.

(4.2) Upon receipt of a report pursuant to Subsection 31(4.1), the Executive Committee shall direct the City Manager with respect to the disposition of all or any portions of the report.

(5) All answers to be supplied within four (4) weeks from the date the enquiry is lodged.

(6) When the City Manager has reported to Council pursuant to Subsection (4) Council may:

(a) direct that the City Manager proceed with the investigation necessary to answer the enquiry and provide in a supplementary budget or otherwise for the payment of the costs thereof; or

(b) direct that the City Manager not proceed with the enquiry.

(7) Notwithstanding anything else contained in this Section or elsewhere in this Bylaw, the subject matter of an enquiry is not debatable at a meeting of Council.

## Attachment 2

### Question & Answer Period during Council Meetings: A Research Review

#### [1] Introduction

As the City of Saskatoon prepares to launch a new Council and Committee governance structure, some issues have emerged which require further direction or clarification. One such issue relates to Question & Answer period during regular Council meetings. The purpose of this report is to highlight the procedures used in selected Western Canadian Cities. After conducting a review of the procedure bylaws and Council Meeting Agendas in the cities of Calgary, Edmonton, Regina, and Winnipeg, only the cities of Calgary and Winnipeg use such a procedure. The City of Saskatoon also utilizes this procedure during its Council meetings. Therefore, this report will begin by providing an overview of Saskatoon's procedure and then will address the procedures used in Calgary and Winnipeg.

#### [2] The City of Saskatoon's Procedure

Although Saskatoon City Council meetings utilize a Question & Answer Period, this procedure is not stipulated in *Bylaw 8198, The Council and Committee Procedure Bylaw, 2003*. In cities that utilize such a procedure, it is spelled out in a procedure bylaw. Thus it appears that Saskatoon's procedure has been adopted by convention rather than through any legislative framework (i.e., Bylaw 8198).

Given this omission in the bylaw, it is easy to understand why there may be some confusion regarding the purpose and intent of this procedure in Saskatoon. Typically, the Question Period in City Council meetings provide an opportunity for Councillors to raise questions of an urgent nature that require an answer, but not necessarily a formal written report from the Administration. The questions are very brief and so are the answers. This procedure is not meant to engage debate between Councillors, or Council and the Administration, but simply to have an issue that may require immediate attention.

#### [3] The Procedure in Selected Western Canadian Cities

As noted in the introduction, not all cities use Question & Answer (or Question) Period as part of their Regular Council meetings. In fact, only the cities of Calgary and Winnipeg use such a procedure whereas Edmonton and Regina do not. However, in Calgary and Winnipeg, the procedure differs substantially. For example, in Calgary questions are asked by Councillors and directed to the Administration and whereas in Winnipeg Councillors direct their questions to the Mayor and other members of Council, particularly the Chairs of the Standing Committees. Despite those differences, the procedures in the two cities are similar in that they place time limits on the length of questions and limit the number of questions that each Councillor may ask.

### **3.1 The City of Calgary**

The City of Calgary's Procedure Bylaw defines Question Period as "the time set aside at the beginning of a Regular Business Meeting or Combined Meeting for Members to ask specific questions on urgent issues." In Calgary, a member refers to a duly elected Councillor, but excludes the Mayor. Section 87 of the Bylaw provides more details on the Question Period part of the meeting agenda. According to Section 87(1) through 87(7):

- Question Period is allowed only at a Regular Business Meeting.
- Question Period is open to Members only.
- Question Period shall not exceed fifteen (15) minutes in duration.
- No more than three (3) questions shall be allowed.
- No Member shall be allowed to ask more than one (1) question, however, a member may ask a supplementary question to clarify the original question.
- No motion to extend question period shall be made.

### **3.2 The City of Winnipeg**

Winnipeg's Procedure Bylaw spells out the process for question period during City Council Meetings. Winnipeg's process differs slightly from other cities as individual councillors can ask questions to the Mayor, Chairs of the Standing Policy Committees, Councillors who serve on various boards and commissions, but does allow Councillors to ask the Administration questions during Question Period.

Section 14(2) of the bylaw limits the amount of questions that a Councillor may ask to one main question followed by two supplementary questions during the Question Period. However, section 14(3) of the bylaw allows the Presiding Officer to give a Councillor a second set of questions provided that no other Councillors wish to ask questions.

Winnipeg's bylaw also places limits on the types of questions that may be asked. Sections 14(4) through 14(9) stipulate that:

- Questions shall be asked in respect of matters of sufficient urgency and importance as to require an immediate answer.
- Councillors shall not inquire whether statements made in a media report are correct.
- Any preamble to questions posed shall be brief as possible. No preamble is allowed for a Supplementary Question.
- Questions shall be phrased to elicit an answer and not to provoke debate;
- Questions shall not be asked on matters that are outside the legislative or administrative jurisdiction of the Council and civic administration.
- Questions shall not deal with matters that are before a Court.

With respect to replies to questions, section 14(10) of the bylaw stipulates that a reply may be given immediately or at the next meeting of Council. Replies to questions which have been taken as notice may also be provided in writing to all Councillors and a copy shall be provided to

the City Clerk. Section 14(11) states that replies to questions shall be brief and to the point, and shall not provoke debate.

Winnipeg's bylaw allows spells out the length of time for question periods. For the Executive Policy Committee question period, the duration shall not exceed 30 minutes and each Standing Committee question period shall not exceed 15 minutes.

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## Governance Review – Drafting of The Procedures and Committees Bylaw, 2014

### Recommendation:

That the information be received.

### Topic and Purpose

This report outlines the methodology used by our Office in preparing the proposed bylaw, *The Procedures and Committee Bylaw, 2014*. Also, it explains the procedural provisions which will be included in the proposed bylaw.

### Report

#### 1. Methodology

The proposed bylaw was prepared after reviewing:

- relevant enabling legislation including *The Cities Act, The Planning and Development Act, 2007* and *The Heritage Property Act*;
- relevant bylaws including *The Council and Committee Procedure Bylaw, 2003* and *The City Administration Bylaw, 2003*;
- relevant Council and administrative policies;
- procedural bylaws from the cities of Calgary, Edmonton, Regina and Winnipeg;
- *Bourinot's Rules of Order* and *Robert's Rules of Order*; and
- various articles and commentaries on the rules of parliamentary procedure.

Each section of the current bylaw, *The Council and Committee Procedure Bylaw, 2003*, was carefully considered using the following analysis:

- what does the current section say?
- is the section adequate in its present form?
- is anything missing?
- is there anything confusing about the section?
- do we follow the section or has some modified practice been adopted?
- how can the section be improved?
- what do other cities do?
- can the terminology be updated or clarified?

Also, our Office compared the current bylaw with bylaws from other cities to determine if comparable practice would suggest additions to our bylaw. For example, our current bylaw has no provision relating to "question and answer period", even though it is a well-established practice and appears on every Council agenda.

Finally, the proposed bylaw was drafted to reflect what we considered to be the "best practice" for Saskatoon's Council. We believe that the proposed bylaw is comparable to

what other cities do, and reasonably reflects the rules of proper parliamentary procedure.

## **2. Specific Explanatory Notes**

**Organizational Meeting** Sections will be included to set out the requirements for the annual organizational meeting of Council.

**Establishment of two Types of Council Meetings** Sections will be included to create two types of Council meetings – each to be held on the same day.

These sections are consistent with procedure followed in Calgary and Edmonton.

**Extension of Time of Council Meetings** Sections will be included which outline how the time for Council meetings may be extended. A meeting may be extended by unanimous consent. The meeting continues until business is complete, there is a motion to adjourn or quorum no longer exists.

There is no provision to extend the time of Council Committee meetings. Council Committee meetings with unfinished business are set over for the next meeting of that Council Committee.

These sections reflect current practice and are consistent with the procedure followed in Edmonton.

**Changing Meetings, Cancelling Meetings, Special Meetings and Meetings Through Electronic Means** Sections will be included dealing with changing meetings, cancelling meetings, special meetings and meetings through electronic means. Changing meeting dates/times or cancelling meetings require 24 hours' notice to all Council members. Special meetings may be called by the Mayor or chair of the Council Committee or a majority of members. Special meetings require 24 hours' notice which must be given to all members and the public. Meetings through electronic means may take place in an emergency.

These sections reflect current practice and are consistent with the procedure followed in Calgary, Edmonton, Regina and Winnipeg.

**Point of Order, Privilege and Procedure** Sections will be included in the proposed bylaw covering points of order, privilege and procedure. Points of order, privilege and procedure are ruled upon by the Mayor or the chair but are appealable to the whole of Council or Council Committee and decided by majority vote.

For points of procedure, the Mayor or chair provides an opinion which cannot be appealed to the whole of Council.

These sections reflect current practice and are consistent with the procedure followed in *Bourinot's Rules of Order*, and Calgary, Edmonton, Regina and Winnipeg.

**Motion to Reconsider and to Rescind** Sections will be included to describe the procedure for reconsidering and rescinding motions. The main point is that a reconsideration occurs at the same meeting at which an original motion is passed. A motion to rescind occurs at a meeting subsequent to the meeting where the original motion passed. A motion to rescind must be made by way of a notice of motion. Notice may be waived by unanimous consent of the members present. A motion to rescind succeeds with six votes rather than a majority of votes. A motion to rescind cannot be made when a matter can be reconsidered and when action has been taken on the original motion which cannot be undone. There is no time limit on the requirement to rescind a motion.

These sections follow recommended practice set out in *Bourinot's Rules of Order*, and Calgary, Edmonton, Regina and Winnipeg.

**Conduct in Gallery** Sections will be included in the proposed bylaw which address conduct in the Council Chambers gallery.

These sections reflect current practice and are consistent with the procedure followed in Calgary, Edmonton, Regina and Winnipeg.

**Urgent Business** Sections will be included which allow for matters of urgent business to be added to the agendas of Council and Council Committees. Items which are received after the City Clerk's deadline will be sent out prior to the meeting and may be added to the agenda upon a majority vote of Council or Council Committees.

These sections are consistent with the procedure followed in Calgary and Regina.

**Motions to Amend** Sections will be included to describe how motions to amend may be made in Council and in Committee. They clarify what is a proper amendment, and describe how to deal with each amendment or subamendment. They clarify that there is no limit to the number of amendments or subamendments that may be proposed. The practice of a Council or Council Committee member stating an intention to propose an amendment is specifically authorized.

These sections follow the recommended practice set out in *Bourinot's Rules of Order*.

**Dividing a Motion into Parts** Sections will be included to describe the procedure for dividing a motion into separate recommendations in Council and in Committee. If a motion contains distinct recommendations, a member may request or the person chairing the meeting may direct that each recommendation be voted on separately. The practice of a Council or Council Committee member adding a recommendation to the motion is specifically authorized, provided it is relevant to the original motion and does not alter the intent of the original motion.

The sections reflect current practice and are consistent with the procedure followed in Calgary, Edmonton, Regina and Winnipeg.

**Motion Arising** Sections will be included to describe when a separate motion may be made on a matter that is already before Council or a Council Committee. A motion arising on the same matter is permitted if it relates to an item which has just been considered and does not alter in a significant way the principle embodied in the original motion.

These sections specifically authorize what we understand to be Council's current practice.

**Notice of Motion** Sections will be included to describe the procedure for the introduction of a new matter at a Council or Council Committee meeting. The introduction of a new matter must be done by notice of motion. The notice of motion must be in writing, and be submitted to the City Clerk at a regularly scheduled meeting. Council may, by unanimous consent of the members present, waive the requirement for notice. All notices of motion shall be considered at the next regular Council or Council Committee meeting unless unanimous consent is received.

These sections are substantially the same as the current bylaw, and are consistent with the practice in Edmonton, Regina and Winnipeg.

**Debate on Motion** Sections will be included to prescribe the rules for debate on a motion before Council or a Council Committee. In Council, each member may speak once to a motion, and may not speak for longer than five minutes. The mover of the motion shall be given the first opportunity to speak, and shall be allowed a further three minutes to reply at the conclusion of the debate. Council may, by a majority vote of the members present, allow a member to speak to the same motion more than once and for longer than five minutes.

In Committee, there is no limit to the number of times a member may speak. Informal discussion of a matter is permitted even when no motion has been made.

These sections are substantially the same as the provisions in the current bylaw. The sections clarify the right of the mover of the motion to speak twice to the motion. These sections are consistent with the practice in Calgary, Edmonton, Regina and Winnipeg.

**Voting of Council and Council Committee Members** Sections will be included to prescribe the rules for voting at Council and Council Committee meetings. A member is required to vote on a matter before Council or a Council Committee unless the member is required to abstain from voting pursuant to *The Cities Act*. If a member is not required to abstain from voting and abstains from voting, the member is deemed to have voted in the negative. The City Clerk is required to record each abstention in the minutes of the meeting.

These sections are substantially the same as the provisions in the current bylaw. They are consistent with the requirements of section 72 of *The Cities Act*.

**Majority Decision** A section will be included which provides that unless a greater percentage of votes is required by the proposed bylaw, all questions in Council are to be decided by the majority of the votes.

This section was added to be consistent with section 73 of *The Cities Act*.

**Recorded Vote** A section will be included which provides for a recorded vote if requested by a Council member.

This section is substantially the same as the current section and is consistent with section 75 of *The Cities Act*.

**Tied Vote** Sections will be included to describe what happens in the event of a tied vote in Council or in Committee. If there is a tied vote, the bylaw or resolution is defeated.

These sections are substantially the same as the current section and are consistent with section 76 of *The Cities Act*.

**Passing of Bylaws** A section will be included which describes the rules for passing a bylaw. Every bylaw must have three distinct and separate readings. A bylaw must not have more than two readings at a Council meeting unless the members present unanimously agree to consider third reading. A bylaw shall be considered by Council immediately following the consideration of the report or item to which the bylaw relates.

This section is substantially the same as the current provision, except for eliminating consideration of the bylaw by the Committee of the Whole. This section is consistent with section 77 of *The Cities Act*.

**Procedure for Public Hearings** A section will be included which describes the rules for public hearings. Any matter requiring a public hearing will be held at a Regular Public Hearing Meeting of Council.

The procedure for public hearings is substantially the same as the current provision – with one procedural change. If the matter concerns the passage of a bylaw, that bylaw shall be introduced in Council and given first reading without amendment or debate. If the matter concerns the passage of a resolution, that resolution shall be introduced, moved and seconded without amendment or debate. At this point, the hearing shall be declared open and the hearing shall proceed in the usual fashion. Upon completion of the hearing, Council will consider the matter and vote on the bylaw or resolution.

This change reflects more accurately the procedure set out in section 207 of *The Planning and Development Act, 2007*. The matter to be considered is put before Council before the public hearing is held. The procedure is the same whether the matter to be considered is a bylaw or resolution.

The proposed section is consistent with the requirements of *The Cities Act*, the City's Public Notice Policy, and *The Planning and Development Act, 2007*.

**Establishment of Council Committees** Sections will be included to establish the Standing Policy Committees of Council. Each Council Committee has a mandate, prescribed policy areas and specific delegated authority. The complete function of each Council Committee is set out in schedules to the proposed bylaw.

These sections reflect Council's deliberations.

**Council Committee Meetings** Sections will be included to establish the date, time and place of Council Committee meetings. Regularly scheduled meetings will be held on the dates and times established by Council at an organizational meeting. Except where otherwise determined by Council, regularly scheduled meetings shall be held on Mondays. All meetings shall held in the Council Chamber.

**Council and Council Committee Chair** Sections will be included which describe the appointment and powers of the chair of each Standing Policy Committee. Each Council Committee shall elect a chair and, in the absence of the chair, a vice-chair to preside at Council Committee meetings and to decide all questions of procedure, points of order and points of privilege. A Council member cannot chair more than one Standing Policy Committee. The chair is entitled to participate in debate, and to vote on all motions before the Council Committee and when wishing to make a motion, the chair must vacate the chair until the motion has been dealt with. These procedural rules will apply to the Mayor as chair of a Council meeting as well.

These sections are substantially the same as the current provisions.

**Quorum at Council Committee Meetings** A section will be included which describes how the quorum for a Council Committee is determined. A quorum for a Standing Policy Committee is three members. If three members of the Council Committee are absent, any Council member present at the meeting will become an alternate Council Committee member and be counted to determine quorum.

This section is similar to the current provision, but adds the idea of alternate members. This provision is adapted from the Edmonton bylaw and is intended to deal with the situation when a quorum of regular Council Committee members is unavailable.

**Attendance by Other Members** A section will be included which deals with Council members attending meetings of a Standing Policy Committee of which they are not members. A Council member may attend and take part in Council Committee meetings of which they are not members, but may not vote on any matter before the Council Committee.

This section is substantially the same as the current provision.

**Advisory Committees** A section will be included which continues the existing Advisory Committees established under the current bylaw. The sections are substantially the same as the current provisions. A subsection has been added for each Advisory Committee specifying to which Standing Policy Committee the Advisory Committee reports. Reports from an Advisory Committee will be received and reviewed by the appropriate Standing Policy Committee and may be forwarded to Council for information.

**Offences and Penalties** A section will be included which describes the offences and penalties under the proposed bylaw. Two offences are created: disrupting a Council or Council Committee meeting and refusing to leave a meeting when requested to do so by the person presiding at the meeting.

A person convicted of an offence under the proposed bylaw is liable on summary conviction to a fine of not more than \$10,000.00. The maximum fine amount was not changed from the current bylaw.

**Schedules** Schedules will be attached to the proposed bylaw and will provide more detailed information about various matters contained in the proposed bylaw. The schedules pertain to the following matters:

- Regular Business Meeting Agenda
- Public Hearing Meeting Agenda
- Public Council Committee Meeting Agenda
- In Camera Executive Committee Meeting Agenda
- Council Committee Mandates

The use of schedules allows for easy reference, and facilitates possible amendments in the future. Schedules are used in the procedure bylaws of Calgary and Edmonton.

### **Report Approval**

Written by Patricia Warwick, City Solicitor

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