



PUBLIC AGENDA

EXECUTIVE COMMITTEE

WEDNESDAY, AUGUST 20, 2014 - 9:00 A.M. - COUNCIL CHAMBER

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

- 1. Call to Order**
- 2. Confirmation of Agenda**
- 3. Adoption of Minutes**
 - 3.1 Executive Committee meeting held on June 16, 2014
 - 3.2 Former Administration and Finance Committee meeting held on June 16, 2014
 - 3.3 Former Planning and Operations Committee meeting held on June 17, 2014
- 4. Unfinished Business**
- 5. Communications**
 - 5.1 Delegated Authority Matters**
 - 5.1.1 Revenue Sharing Grant – 2015-2016, Keith Comstock, Assistant Deputy Minister, Municipal Relations and Northern Engagement, July 31, 2014 [File No. CK. 1860-1]

Recommendation

That the information be referred to the Administration for further handling.

5.2 Matters Requiring Direction

- 5.2.1 Resolution, Enforcement of Westray Amendments to Canada's Criminal Code, United Steelworkers, June 16, 2014 [File No. CK. 4655-1]

Recommendation

That the direction of the Committee issue.

- 5.2.2 2014 Capital Budget Adjustment Request – Provincial Integrated Traffic Unit Vehicles, Board of Police Commissioners, Joanne Sproule, Secretary, August 11, 2014 [File No. CK. 1711-2]

Recommendation

That Executive Committee recommend to City Council:

That a 2014 Capital Budget expenditure adjustment of \$340,000 for four Provincial Integrated Traffic Unit Vehicles, to be funded by the Province and SGI, be approved.

6. Requests to Speak (*new matters*)

7. Reports from Administration

7.1 Delegated Authority Matters

7.2 Matters Requiring Direction

- 7.2.1 Mendel Re-Use: Children's Museum Agreement to Lease and Program Services [File No. CK. 620-4]

Recommendation

That the Executive Committee recommend to City Council:

1. that the Children's Discovery Museum (the Museum) be approved conditionally for tenancy of the Mendel Building when it is vacated by the Civic Gallery;
2. that the City of Saskatoon (City) enter into an Agreement to Lease subject to the general terms and conditions outlined in this report;

3. that the City enter into an agreement for program services with the Museum subject to the general terms and conditions outlined in this report;
4. that \$25,000 in organization development funding for 2014, and provided conditions are met, again in 2015, from the Community Support Grant Reserve be approved, as an exception to policy, for the Museum to support their transition to the Mendel building location; and
5. that the City Solicitor be requested to have the appropriate agreements executed.

7.2.2 Remai Modern Art Gallery of Saskatchewan / River Landing Parkade [File No. CK. 4129-15]

Recommendation

That the information be received.

7.2.3 2014 Civic Services Survey [File No. CK. 365-1]

Recommendation

That the information be received.

8. Legislative Reports

8.1 Delegated Authority Matters

8.1.1 Communications Support to Councillors – Update (January 1, 2014 – July 31, 2014) [File No. CK. 255-1]

Recommendation

That the information be received.

8.2 Matters Requiring Direction

9. Urgent Business

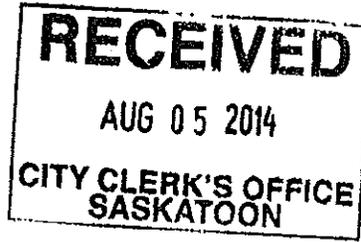
10. Adjournment



Government
of
Saskatchewan

July 31, 2014

Joanne Sproule, Clerk
City of Saskatoon
222 - 3rd Ave. N.
SASKATOON SK S7K 0J5



1860-1
5.11
Ministry of Government Relations

Assistant Deputy Minister
1020 - 1855 Victoria Avenue
REGINA SK S4P 3T2
Telephone: (306) 787-5765
Fax: (306) 787-1987

Dear Joanne Sproule:

In 2015-16, the provincial government will distribute nearly \$265.3 million to municipalities in municipal revenue sharing. Of the \$265.3 million, \$127.2 million will be allocated to the cities. The total municipal revenue sharing pool has increased by 3.23 per cent from 2014-15 and is higher than any time in history.

In order to assist your municipality with the budgeting process, the Ministry of Government Relations is providing an **estimate** of the 2015-16 Municipal Revenue Sharing grant. The estimated 2015-16 Revenue Sharing grant for your municipality is **\$47,439,343** based on current available information. **This figure is preliminary, as ongoing analysis is underway.** Further information could come forward that may affect the final grant payment to your municipality. Final payments are also subject to approval of program regulations and the 2015-16 provincial budget.

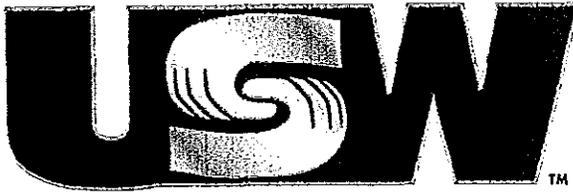
Should you have any questions regarding your 2015-16 revenue sharing grant, please contact Sheri Gabel, Program and Policy Advisor, at (306) 787-3619 or email at sheri.gabel@gov.sk.ca.

Sincerely,

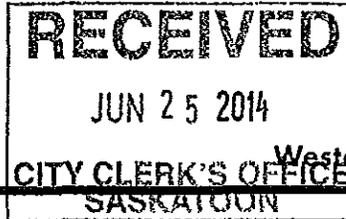
Keith Comstock
Assistant Deputy Minister
Municipal Relations and Northern Engagement

cc: Laurent Mougeot, Chief Executive Officer, SUMA

UNITED STEELWORKERS



UNITY AND STRENGTH FOR WORKERS™



Western Provinces and Territories

4655-1
5.21

District 3

Stephen Hunt
District Director

June 16, 2014

Dear Mayor and Councillors,

In 2004, the House of Commons came together in historic fashion to unanimously pass the Westray Act. The legislation came in response to the horrific Westray coalmine explosion in Nova Scotia that killed 26 miners on May 9, 1992, and after a strong lobby campaign by the United Steelworkers to demand "No More Westrays".

The legislation was intended to hold corporate executives, directors and managers criminally responsible for workplace deaths. Ten years later, approximately 10,000 Canadians have been killed on the job, yet not one corporate executive has faced a single day in jail.

In response to this shameful record, our union has launched a campaign to "Stop The Killing and Enforce The Law", which asks provincial, territorial and federal governments to work together to ensure that workplace deaths are taken seriously and that, where warranted, the Westray Law is enforced.

As part of this campaign, we are asking City Councils to pass resolutions expressing their support for proactive action to protect workers. Though not an area of municipal responsibility, we recognize you as community leaders and this is a community issue. There is no place in Canada that has not been touched by workplace deaths, and your voices are needed to encourage senior levels of government to take steps to enforce the Westray Law.

Already communities across Canada have endorsed the enclosed resolution, including Toronto, Sudbury, St. Sault Marie, Hamilton in Ontario, Nanaimo, Burnaby, Lake Cowichan, New Westminster, Port Alberni, Mission in British Columbia, and Flin Flon in Manitoba.

I respectfully request that your council consider adding its voice by passing this resolution, and sending it to your provincial municipal association. In doing so, you will be sending a message to senior levels of government that it is time to work together to Stop the Killing, and Enforce the Law.

We would be pleased to have a representative from our union make a presentation to your council to provide additional information. Please contact Health & Safety Coordinator Ron Corbeil at 604-683-1117 or rcorbeil@usw.ca to schedule.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads 'Stephen Hunt'.

Stephen Hunt
Director

SH/BW/dl
encl.

copy: Scott Lunny, Assistant to the Director
Ron Corbeil, USW D3 Health & Safety Coordinator
USW Staff Reps

our ref: 1920-100 Westray

United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union



SAMPLE RESOLUTION

Enforce the Westray Amendments to Canada's Criminal Code

WHEREAS it has been more than two decades since the Westray mine disaster in Nova Scotia and a decade since amendments were made to the Criminal Code of Canada to hold corporations, their directors and executives criminally accountable for the health and safety of workers; and

WHEREAS police and prosecutors are not utilizing the Westray amendments, and not investigating workplace fatalities through the lens of criminal accountability; and

WHEREAS more than 1,000 workers a year are killed at work

THEREFORE BE IT RESOLVED that this Council support a campaign to urge our federal/provincial/territorial government to ensure that:

- Crown attorneys are educated, trained and directed to apply the Westray amendments;

- Dedicated prosecutors are given the responsibility for health and safety fatalities;

- Police are educated, trained and directed to apply the Westray amendments;

- There is greater coordination among regulators, police and Crown attorneys so that health and safety regulators are trained to reach out to police when there is a possibility that Westray amendment charges are warranted.

1711-2 5.22

THE BOARD OF POLICE COMMISSIONERS
SASKATOON, SASKATCHEWAN



August 11, 2014

His Worship the Mayor
and Members of City Council
c/o City Clerk, Executive Committee

Your Worship and Members of City Council:

**Re: 2014 Capital Budget Adjustment Request
Provincial Integrated Traffic Unit Vehicles**

Attached is a report of the Chief of Police dated July 18, 2014, regarding the above matter.

A copy of the report was recently circulated to the members of the Board of Police Commissioners and on July 22, 2014, an electronic vote was taken approving the following recommendations:

1. That the Board approve a 2014 Capital Budget expenditure adjustment of \$340,000 for four Provincial Integrated Traffic Unit vehicles to be funded by the Province and SGI; and
2. That the Board forward the capital budget adjustment request to City Council for approval.

Would you please place this matter before Executive Committee on August 20, 2014.

Yours truly,

Joanne Sproule
Secretary to the Board

JS:jf

Attachment

cc: His Worship the Mayor
Chief of Police
City Manager
Chief Financial Officer & General Manager, Asset & Financial Management

"PUBLIC AGENDA"

TO: His Worship Don Atchison, Chairperson
Board of Police Commissioners

FROM: Clive Weighill
Chief of Police

DATE: 2014 July 18

SUBJECT: 2014 Capital Budget Adjustment Request
Provincial Integrated Traffic Unit Vehicles

FILE NO.: 2,012-7

ISSUE:

Police Service capital projects are typically approved as part of a corporate wide process with City Council approval coming in December of each year. On occasion, urgent matters will arise necessitating the need to consider the approval of capital projects outside of the normal timelines.

The recently announced new Provincial Integrated Traffic Unit requires four fully equipped police vehicles to be purchased in 2014 at an estimated cost of \$85,000 per unit, \$340,000 in total. The Province and SGI have committed to funding the total cost of the four vehicles.

RECOMMENDATION:

1. That the Board approves a 2014 Capital Budget expenditure adjustment of \$340,000 for four Provincial Integrated Traffic Unit vehicles to be funded by the Province and SGI;
2. That the Board forwards the capital budget adjustment request to City Council for approval.

DISCUSSION:

The Police Service is in the startup phase in regards to the new Provincial Integrated Traffic Unit and is in need of purchasing four fully equipped police vehicles. Each vehicle including specialized equipment is estimated to cost \$85,000 for a total estimated project cost of \$340,000.

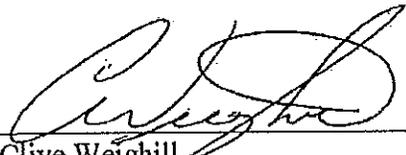
The Province and SGI have committed to providing funding for two units in 2014 and two in 2015. The Police Service has an operational requirement to have two units ready by this fall and the other two by January 2015 which means all four units need to be purchased and outfitted in 2014. While the external source of funding has been confirmed the timing related to the funding

"PUBLIC AGENDA"

for two of the units in 2015 requires interim funding which Corporate Finance has agreed to cash flow the purchase until the funding is received.

Written by: Don Bodnar
Director of Finance

Approved by: Mark Chatterbok
Deputy Chief, Administration

Submitted by: 
Clive Weighill
Chief of Police

Dated: July 20, 2014

7.2.1

Mendel Re-use: Children's Museum Agreement to Lease and Program Services

Recommendation

that a report is submitted to City Council recommending:

1. that the Children's Discovery Museum (the Museum) be approved conditionally for tenancy of the Mendel Building when it is vacated by the Civic Gallery;
2. that the City of Saskatoon (City) enter into an Agreement to Lease subject to the general terms and conditions outlined in this report;
3. that the City enter into an agreement for program services with the Museum subject to the general terms and conditions outlined in this report;
4. that \$25,000 in organization development funding for 2014, and provided conditions are met, again in 2015, from the Community Support Grant Reserve be approved, as an exception to policy, for the Museum to support their transition to the Mendel building location; and
5. that the City Solicitor be requested to have the appropriate agreements executed.

Topic and Purpose

The purpose of this report is to approve general terms and conditions in order to enter into an Agreement to Lease with the Museum for the Mendel Building, and to set out a partnership for program services.

Report Highlights

1. Re-use of the Mendel Building by the Museum is recommended.
2. The Agreement to Lease will include the following general terms:
 - a requirement to meet annual milestones;
 - the lease rate structured to match the Civic Building Comprehensive Maintenance (CBCM) reserve contribution; and
 - donor recognition to follow the precedent set with the Gordon Howe Bowl project.
3. A programming partnership would include:
 - A service agreement with the Museum to animate the Mendel building and connect it to PotashCorp Playland at Kinsmen Park through priority-driven, targeted programming; and
 - \$25,000 in organization development funding for 2014, and provided conditions are met, again in 2015, from the Community Support Grant Reserve to support the Museum's transition to the Mendel building.

Mendel Re-use: Children's Museum Agreement to Lease and Program Services

Strategic Goals

Re-use of the Mendel Building supports the Strategic Goals of Asset and Financial Management, Quality of Life, and Sustainable Growth. An alternate source of revenue is proposed to pay for ongoing operations of the building. Expenditures are directed towards amenities in neighbourhoods to enhance and protect property values and to encourage private investment. Winter city activities are proposed. The project is an example of community-building through direct investment and it utilizes community development expertise. It supports the City Centre as a cultural and entertainment district and preserves the character of the Mendel Building as a heritage structure.

Background

At its meeting on June 10, 2013, City Council resolved:

- “1) that the Business Plan for the Children's Discovery Museum on the Saskatchewan, required for re-use of the Mendel Building be received as information; and
- 2) that the Administration report further to City Council on the potential next steps to move forward.”

Report

Approval is Recommended for the Re-use of the Mendel Building by the Museum

The Museum has successfully undertaken detailed organizational development work and project planning since the Business Plan was presented to City Council in June 2013. The Milestones report outlines the progress that the Museum and its Board of Directors have made in advancing the “Children's Museum at the Mendel” (Attachment 1).

The Administration recommends approval of the Museum for tenancy of the Mendel building based on the information previously presented in the Business Plan, the follow-up material contained within the Milestones report, and the terms of the Agreement to Lease based on a requirement to meet the established milestones and tangible project progress.

Terms of the Agreement to Lease

General terms of the Agreement to Lease would include the milestones, a lease rate defined by the contribution to the CBCM reserve and donor recognition following the precedent set by the Gordon Howe Bowl project.

Milestones

Detailed planning is underway for design and implementation of the Mendel building renovations, exhibits and programming; commercial negotiations; human resources; fundraising; and marketing. An overview of the schedule prepared by the Museum outlines the major development and project milestones expected to be completed by the end of each calendar year and the funds needed to carry out this work (Attachment 2). This report recommends the Agreement to Lease includes the overview as a general indicator to measure project progress, and the agreement states the reporting structure and the ramifications for not meeting the milestones.

Mendel Re-use: Children's Museum Agreement to Lease and Program Services

Lease Rate

A lease rate is defined by the contribution required for the CBCM Reserve (tenant area and 60% of the lobby) is recommended. The Museum will pay for its utilities and custodial services, as well as general maintenance less than \$5,000.

Donor Recognition

Preparation of a Feasibility Study is underway by DCG Philanthropic Services Inc. (DCG) to measure community support to finance capital improvements and operating support for the new Museum. This work involves identification and preparation of an inventory of assets available for sponsorship and naming rights opportunities for the capital campaign. This report recommends following the precedent set by the Gordon Howe Bowl Foundation for Donor Recognition, with the process laid out in Attachment 3.

A Programming Partnership

At the outset of the Mendel Re-Use process, public programming was stated as one key criterion for Mendel building prime tenant.

Program Service Agreement

In order to meet civic strategic priorities and needs, this report recommends the creation of a Program Service Agreement between the City and the Museum. The purpose of the Service Agreement is to define targeted public programs to be provided by the Museum with goals to:

- connect the Mendel Building with the park,
- increase the activities and animation within the park and rides area, and
- to meet demographic and seasonal priorities that are currently not being met with the City's existing programs. (Attachment 4).

The Service Agreement initiates a partnership model between the City and the Museum, which is mutually beneficial to both parties. With the Museum already on site with staffing and resources, there is an opportunity for greater efficiency than the City could achieve independently operating similar programs (Attachment 4). Without the partnership, the Museum would still offer programs, but with the agreement, the City has assurance that the programs and activities will be strategically aligned with the City's defined needs. With the Service Agreement, support for the Museum's mandate of play-based, hands-on and active learning can be maintained and coordinated with other civic offerings to avoid doubling up or redundancy of programs and spaces (Attachment 5).

The Museum will be offering considerably more programming than just the city-partnered portion. The partnership can be used by the Museum to leverage further funding and in-kind services from other public and private agencies, potentially increasing the value of the agreement and scope of services offered.

Mendel Re-use: Children's Museum Agreement to Lease and Program Services

Organizational Development

The Museum has created an ambitious plan and program for the Museum through their dedication as a working board. Going forward, the Museum has committed to bringing all aspects of the project together and directing its implementation, ensuring consistency, professionalism, and accountability. This report recommends commitment of a \$25,000 organizational development grant for 2014, and provided conditions are met, another \$25,000 grant in 2015 from the City's Community Support Grant. The purpose of the Grant is to provide a source of funds for increasing participation in sport, culture, and recreation programs. A priority area in which organizations can apply for funding to the reserve is for "unique, innovative or special projects and expenditures that provide long term benefit to the organization". In this case, the funding would be available to the Museum to develop staff capacity and acquire support systems that pertain to project management, financial planning, marketing and museum administration. Funding from this reserve is requested for 2014 and 2015 only, as seed money to move the project through its initial stages.

This would be an exception to the Reserve for Future Expenditures Policy No. C03-003 - Community Support Grant Reserve, as that reserve currently stipulates that the maximum award not exceed \$5,000. It is anticipated that these funds would be used by the Museum to leverage additional support from public agencies or the private sector.

Options to the Recommendation

One option would be to revise the milestones or the reporting structure required as a condition of the agreement. The milestones have been prepared in collaboration with the Museum, and are believed to be achievable. Change to the milestones is not required because it would require the Museum to change their project planning. The Administration supports annual reporting, as it aligns well with the Museum's existing annual reporting structure, and it allows for a review of the organization as a whole to occur at this time.

A second option would be to not proceed with the program service agreement with the Museum. This option is not recommended because the increased operating costs may negatively impact the Museum's operations, causing it economic hardship and possible departure from the building. Furthermore, without the service agreement, the City would not be able to direct activities and animation in the Mendel building and PotashCorp Playland at Kinsmen Park and Area, in support of strategic objectives.

Public and/or Stakeholder Involvement

Stakeholder and community feedback for the Mendel Building Re-Use was part of the Kinsmen Park and Area Master Plan project. During that process, it was determined that activities and public programming were desirable for the building in order to maintain the community focus of the current Gallery use. Furthermore, community consultation also revealed a preference for a tenant that could use the building in a way that would not significantly alter its architectural character. The Museum has outlined their own intention to lead further community consultations in order to gain information for development of their programs and the facility.

Mendel Re-use: Children's Museum Agreement to Lease and Program Services

Communication Plan

Development of a communications strategy led by the Museum is identified in the plan as a key component of the capital campaign. Marketing components identified include evolution of the Museum's identity including the creation of a new name and brand for the Museum. Identity development for print and electronic use, as well as an advertising campaign and video would contribute toward the capital campaign efforts. The City's project webpage will be updated regularly, as key milestones are met by the Museum.

Policy Implications

This report proposes an exception to the Reserve for Future Expenditures Policy No. C03-003 - Community Support Grant Reserve, as that reserve currently stipulates that the maximum award not exceed \$5,000. In this exception, \$25,000 in funding for 2014 and again in 2015 from the Community Support Grant Reserve is proposed for funding to develop staff capacity and acquire support systems that pertain to project management, financial planning, marketing and museum administration. The Museum has stated that matching funds for 2014 are available from Provincial funding sources.

Financial Implications

The Museum proposes to take on 100% of the operating and management of the Mendel Building, including the tenant area contribution to the CBCM (\$135,000).

The City's contribution to the Museum includes a Cultural Operating grant, subject to approval, estimated at approximately \$25,000, and the Program Services contract at \$70,000, which is equal to one full time equivalent (FTE) staffing position carrying out public programming-related work. Value for this investment will be gained with the Museum leveraging this support with other funders to achieve more programming than the City could carry out with the same amount of funding.

Children's Museum Tenancy Costs

CBCM Tenant Area	\$120,000
CBCM 60% Lobby Area	\$15,000
Tenant Lease	\$(135,000)
Cultural Institutions Op. Grant	\$25,000
Program Services	\$70,000
Total	\$95,000

To prepare for the \$70,000 cost of the program services, the Administration has proposed a phase-in plan by adding \$20,000 to the operating base in the 2016 budget with an incremental \$25,000 planned in 2017 and 2018.

Acknowledging it as public space, City Council has previously committed to fund 40% of the lobby operating costs, estimated as follows for 2016 occupancy:

CBCM 40% Lobby Area	\$11,000
Maintenance and Operations 40% Lobby Area	\$27,000
Total	\$38,000

Mendel Re-use: Children's Museum Agreement to Lease and Program Services

In examining different scenarios, an estimate of the probable costs by the City to operate the Mendel Building (based on a civic operating office-building model), is \$513,000. At the opposite end of the spectrum, it is estimated that the City would net \$88,000 per annum from a market lease on this building. Neither of these options include the value of the public programs offered or the ability of the tenant to leverage funding from other agencies in the comparison.

There is a risk that the Museum will not be successful, and that the City may incur a one-time cost if there is a default. This cost is estimated at \$300,000. Previous reports have stated that the risk to the City is small compared to the possible benefits of the Museum operating successfully as a centre for children, offering public programs and year-round activities.

Safety/Crime Prevention Through Environmental Design (CPTED)

A CPTED review for the Kinsmen Park Master Plan was carried out in 2011. No further CPTED feedback is required at this time.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

With Council's approval, the Museum will proceed with the Agreement to Lease, project planning and program development. Annual reporting on progress will occur according to the terms set out in the Agreement following the Museum's annual reporting cycle.

Public Notice

Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is required.

Attachments

1. Milestones – July 14, 2014
2. Overview of Schedule for Children's Discovery Museum
3. Terms of Donor Solicitation and Recognition
4. Program Services Agreement General Terms and Programming Opportunities
5. Local Attractions – Extract from May 2013 Museum Business Plan
6. Communications Plan and Frequently Asked Questions

Report Approval

Written by: Jeanna South, Special Projects Manager
Reviewed by: Brenda Wallace, Director Environmental and Corporate Initiatives
Catherine Gryba, General Manager Corporate Performance
Approved by: Murray Totland, City Manager

Mendel Re-Use Agreement.docx



MILESTONES

July 14, 2014

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In spring 2013, City Council received the Children's Discovery Museum (CDM)'s business plan for the move and expansion into the Mendel building. Council approved that Administration report further on the next steps moving forward. In accordance with this, Administration prepared a milestones grid for the Children's Discovery Museum.

We would like thank Administration for their support, and in particular, for coordinating and funding a strategic planning workshop with museum consultant Catherine Cole on October 6, 2013. This document details the CDM's progress since the workshop in meeting the milestones set out by Administration.

1 MISSION, VISION, VALUES AND GOALS

As part of the workshop with Catherine Cole, we revisited our goals, and mission and vision statements. We also discussed our values, which had not been previously documented. Given the importance and substantive nature of this endeavor, a working group has been formed to draft a new mission, vision, values and goals for board review. After consulting a business professor at the University of Saskatchewan, the working group has begun to layout our values and beliefs. The following are the initial points from which value/belief statements are being drafted. The CDM endeavors to:

- ◆ Actively reaching our community's diversity (cultural, economic, differing abilities);
- ◆ Build community;
- ◆ Promote joyful play;
- ◆ Play a vital role in learning and creativity; giving children access to learning essentials and new experiences;
- ◆ Contribute to Saskatoon as a destination city;
- ◆ Become a cultural hub;
- ◆ Become a progressive institution, engaged in innovative educational practices that align with current research;
- ◆ Be a resource for children, families, schools, early childhood education, partners, staff and volunteers, and the community;
- ◆ Exemplify strong governance and fiscal responsibility;
- ◆ Embody Saskatoon's past, present and future;
- ◆ Reflects Saskatoon's humble beginnings and settlers mentality, acknowledging both the city's and the Museum's roots;
- ◆ Work and grow with the city; and
- ◆ Embody the legacy of the Mendel building

Our current purpose statements are:

- ◆ Our mission is to foster creativity, curiosity, and a lifelong love of learning in children 12 and under through hands-on exhibits, programming and outreach.
- ◆ Our vision is a state-of-the-art, centrally located children's museum in downtown Saskatoon that is a vibrant and welcoming hub for children and families, a resource for schools, and a major tourist destination.

Our goals are:

- ◆ To develop a world-class children's museum in the Mendel building.
- ◆ To have a minimum of 12,000 square feet of gallery space.
- ◆ To attract a minimum of 60,000 visitors a year.
- ◆ To build between 6 and 12 permanent exhibits, all hands-on and interactive, aimed at children 12 and under.
- ◆ To provide exhibits and programming that will be unique and reflect the diverse Saskatchewan community, heritage, and landscape.
- ◆ To host travelling exhibits from other children's museums.
- ◆ To be open seven days a week, year-round.
- ◆ To offer programming, birthday parties, camps, and special events.
- ◆ To partner with school, preschool, and daycare groups from Saskatoon and surrounding communities.
- ◆ To serve as a Province-wide resource for parents and educators.
- ◆ To offer outreach programming to those unable to visit.
- ◆ To provide an amenity that allows for access for all socio-economic classes represented in Saskatchewan.
- ◆ To become a major tourist attraction in Saskatchewan, benefiting local businesses and the economy.
- ◆ To be financially successful, with roughly half of our income being earned from admissions, memberships, programming, special events, and merchandise sales, and half being contributed through annual giving and public and private grants.

Although some government programs classify us as a museum, others do not. This leads to confusion when seeking funding. Given this discrepancy, we have been weighing the pros and cons of keeping "museum" in our name. Roughly 80% of the world's children's museums use "museum" in their title, but the word may convey a degree of elitism to the local community thereby making the facility seem less accessible. Our board is open to a name change, and to exploring whether or not we want to create a collection and become a museum in the strictest sense.

2 EXHIBITS AND PROGRAMS

Overview

Children's museums are unique cultural organizations that bring together children, families and community for meaningful interactions, developing essential foundational skills and sparking creativity. Children's museums differ from other cultural institutions such as museums and art galleries in that the user experience, targeted to children, is hands-on, interactive, and child-directed. In contrast to traditional museum directives that say, "look but don't touch," children's museums encourage learning, discovery and exploration through active play. The CDM is the only one of its kind in Saskatchewan and there is no other cultural organization in the province that provides the same cultural contribution.

CDM fills a unique role: We provide a bridge between the intimate home learning environment and that of the curriculum-directed school by combining play with specific learning objectives in a welcoming, informal, and developmentally appropriate setting. As an educational resource and cultural hub of activity it is essential we cultivate relationships with the formal school systems as well as preschools, daycares and community-based organizations serving children and families. Visits by schools and other learning groups to explore exhibits and participate in programming are the anchor of our visitor base and we offer cultural experiences these groups could not have within formal education settings.

Our goal is to create a broad range of exhibits and programs that reflect Saskatchewan's communities, culture, heritage, and landscape. We do not want to duplicate any of the offerings at current institutions in Saskatoon. Instead, we aim to complement them by choosing different aspects of our community to highlight, or delivering educational content to younger audiences. We aim to engage both children and adults with all of our exhibits.

The CDM values the engagement of the broader community in the creation of a new cultural, educational and tourist destination that Saskatoon can be proud of. The community for the CDM includes children and families, schools, early childhood development programs, funders, partners, arts and cultural organizations, the general public, and those involved in the Mendel building redesign including the City of Saskatoon, architects and exhibit designers. As part of the design process, the CDM is committed to engaging, listening and reframing so that planning and decision-making on exhibit and program design meets community expectations and needs.

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1 INTRODUCTION

This document is intended to capture requirements for development of the Children’s Discovery Museum on the Saskatchewan, to inform our consultants and for general definition of what the CDM values when creating exhibits and experiences at the museum.

2 EXHIBIT GUIDELINES

The following lists outline what the CDM thinks is important when developing exhibits. All exhibits should be evaluated for alignment with these criteria.

2.1 Open-ended

- ◆ Many layers of understanding and ways to use, multiple outcomes, simple and complex
- ◆ No defined goals, no testing, no wrong way to use
- ◆ Never finished, allows repetition, with kids able to adjust parameters
- ◆ Fosters creative exploration and expression
- ◆ Not a mere demonstration (i.e. avoid “push a button, something happens”)
- ◆ Doesn’t require reading; doesn’t preach or try too hard to teach
- ◆ Useable without constant staff supervision or extensive staff training

2.2 Hands-on

- ◆ Touchable, inviting, intuitive
- ◆ Engages multiple senses, whole body
- ◆ Through, on, in, over, under, up, down, across ...
- ◆ FUN functionality and play content is highest priority
- ◆ Direct hands-on manipulation of objects (i.e. balls, blocks)
- ◆ Integrate purposeful physicality into exhibits (i.e. pedals, pumps, lifting, reaching, climbing, human power)
- ◆ Use simple physical controls that children intuitively understand, such as levers, wheels
 - Size controls appropriately for the activity (i.e. larger wheels for more power), usable by little or big hands; large enough for everyone to use
 - Use non-slip materials and easy to grasp shapes on controls (knurling, indents); children’s fingers should not slip in an effort to move them

2.3 Relevant

- ◆ To familiar everyday experiences
- ◆ To Saskatchewan’s past, present, and future (culture, heritage, economy, social issues)
- ◆ To the world around us, broadening awareness

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- ◆ To education, with a learning framework identified for each exhibit

2.4 Unique

- ◆ Different from other exhibits/programming in the region;
- ◆ Different from what is possible at home, at daycares, or in the classroom
- ◆ Different from what parents want in their homes (i.e. too big, too messy)
- ◆ Incorporates local artists: quirky, eclectic, raw, natural, beautiful.
- ◆ Not just familiar – give kids things that make their jaws drop!

2.5 Flexible

- ◆ Easy to update, change, improve, keep fresh (i.e. create to 75%, then final 25% elements available for periodic changes and evolution)
- ◆ Numerous ways for staff to help animate the space; provide in-gallery storage for programming materials
- ◆ Accommodate varied programming for school and preschool groups, public activities, birthday parties, camps, holiday offerings, special events, adult events
- ◆ Accommodate interactive performance arts and creative programming (i.e., actors intermingled with visitors)

2.6 Durable

- ◆ Toddlers are the most violent humans on the planet; never forget this. See also Section 3.7 Material.
- ◆ Easy to clean, sterilize, maintain, repair, and lubricate, with easy staff access to all parts.
- ◆ Economical to operate
- ◆ Components and consumables that are common and readily available in Saskatoon, with hidden in-gallery storage from which staff can easily restock
- ◆ Provide for easy, obvious, appealing storage of loose items to encourage “everything in its place” and minimize floor clutter. (i.e., like Lean 5S, shadow boards, colour coding, visual cues - can make sorting, classification, and cleaning up fun)

2.7 Appealing to Diverse Visitors

- ◆ Elements for all ages, including baby spaces in all exhibit areas
- ◆ Opportunities for individual or collaborative play
- ◆ Multiple access points (i.e., features that entice children into the experience)
- ◆ Natural ways to ensure kids take turns (i.e., take an action, then have to retrieve something)
- ◆ Reflects diversity in race, economic level, ethnicity, gender, ability
- ◆ Accessible for disabilities, non-readers, non-English/French speaking people

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2.8 Engaging and Absorbing

- ◆ Exploration and self-guided discovery play, directed by kids' interest level and development; whether a few minutes or half a day
- ◆ Allow different interactions on different visits; may be changed by other children interacting in the same space.
- ◆ Solving problems, being challenged, unleashing creativity
 - Making mistakes without being penalized
 - Some frustration; it's good for kids to have some trouble with things.
 - Some fear; to overcome on a later visit. (i.e. dark tunnel)
 - Some risk; to develop judgment.

2.9 Connections

- ◆ Between children and their caregivers
- ◆ Between visitors (children and adults)
- ◆ Collaborative play between different aged kids
- ◆ Between visitors and museum staff, volunteers, or guest artists/presenters

2.10 Baby Areas

- ◆ Some spaces should be reserved for use just by the youngest children (e.g. babies, toddlers)
- ◆ Safe, welcoming, creative, protected, sensory, soft
- ◆ Easy to clean

2.11 Portable

- ◆ Some spaces should be portable rather than installed.
- ◆ Kiosks/carts/standalone for popups, demonstrations, and outreach
- ◆ For example, demonstration-based science demos where the activity is too dangerous for kids to do themselves (e.g. dry ice), or too remote for direct interaction (e.g. planetarium).

3 FACILITY GUIDELINES

The following lists outline what the CDM thinks is important when developing the museum as a whole, to ensure that all visitors enjoy their experience. The facility plan and architectural work should be evaluated for alignment with these criteria.

3.1 Beautiful

- ◆ Use a visually-appealing colour palette that appeals to adults as well as children throughout the museum, exhibits, and labels; not just primary colours.

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- ◆ Fresh, in good repair, with cohesive elements that can be updated regularly/seasonally/culturally (i.e. kids art work, digital displays, wall panels, floor stickers, craft topics)
- ◆ Do not emphasize form over function; avoid exhibits or galleries that look impressive but don't have enough to do.

3.2 Welcoming

- ◆ Open, flowing, friendly, and accommodating
- ◆ Safe, comfortable, and engaging for all ages of visitors: children, adults, seniors
- ◆ Universally accessible (e.g., physically, culturally, socio-economically) noting that some individual exhibits cannot practically be made universally accessible
- ◆ A social and educational hub
- ◆ Open year round
- ◆ Easy to find your way in and around, with frequent, clear signage (i.e. washrooms, amenities) – visual, for non-readers too
- ◆ Connected, with clear sightlines so parents can see children in exhibits
- ◆ Results in long, enjoyable visits
 - Kids not wanting to leave
 - Adults comfortably enjoying their visits, with minimal fatigue.
- ◆ Results in enthusiastic repeat visits
 - Children and adults in our community wanting to return again and again
 - Locals bring visiting tourists to the facility as a top-tier, year-round attraction for families.

3.3 Comfortable

- ◆ Spaces to eat, have coffee, perhaps a glass of wine
- ◆ Spaces to refresh, rest, and enjoy quieter moments (for adults and children)
- ◆ Spaces that facilitate social interaction amongst adults/caregivers
- ◆ Adequate and comfortable padded seating with back support and armrests to help get up/down. (i.e. movable benches)
- ◆ Appropriate seating and quiet areas for nursing mothers
- ◆ Water fountains

3.4 Practical

- ◆ Adequate storage for items visitors bring in different seasons.
- ◆ Coat and boot storage, backpacks and winter clothing, rentable lockers
- ◆ Stroller parking and access
- ◆ Programming spaces separate from exhibit spaces so all areas of the museum remain open to the public during booked programming (i.e., school groups, camps)

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- ◆ Consider requirements as “base camp” for activities in surrounding park
- ◆ Family-friendly restrooms and baby change areas
- ◆ Wash stations (for visitor and staff use), onsite laundry (for staff use)
- ◆ Adequate reception / box office / crush space for large groups

3.5 Sound and Noise Management

- ◆ Provide high-energy spaces, and calm, quiet, low-energy spaces
- ◆ Design so that people can hear each other and the sounds of exhibits
- ◆ Design to keep ambient sound levels low
 - Liberally use padding, carpeting, acoustic ceiling tiles, suspended sound attenuation, sound-absorbing panels (i.e. above the “touch” zone).
 - Use spaces to “trap” sound
 - Avoid “acoustic overload” for adults and especially seniors
 - Substitute mechanical for “real life” sounds when the latter are loud and carry (i.e. percussion instruments)
- ◆ For staff, separate, quiet office spaces/meeting rooms for phone calls, etc.

3.6 Lighting

- ◆ Design bright, light spaces incorporating natural light where appropriate
- ◆ Avoid glare, shadows, and local bright spots.
- ◆ Use transitional lighting between exhibits in which the light levels change
- ◆ Use dark spaces sparingly and only to create a “special effect”

3.7 Materials

- ◆ Use durable finishes and materials that hide wear-and-tear (i.e. antiqued, distressed, wood, stone, metal) and that resist deterioration from cleaning and sterilization
- ◆ Use local, natural, sustainable, low-emission materials where practical
- ◆ Avoid finishes and materials that chip or need constant touch-up or cleaning to keep looking good.
- ◆ Avoid any materials or objects that are cheap, flimsy, or poorly-constructed. They will break.
- ◆ Repurposing recycled materials is desirable, but must consider adult perception (i.e., can look eclectic but not junky)

3.8 Signage, Labels, and Graphics

We would like to primarily use digital signage/displays for signage and labeling, to allow easy updating and changeable messaging (see section 5 CHALLENGES - Technology).

- ◆ Disguise/integrate digital signage into unique artistic features that also allow display of kids’ artwork, etc.

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- ◆ Use signage liberally for providing content to adults – within exhibits, in lobby, ticketing, throughout, for changeable messaging, providing content, QR codes to access deeper information.
- ◆ Labels and signage targeted at adults, for their interest and so they can extend the experience of the children in the museum and at home.
- ◆ Make learning visible, relevant to specific exhibits.
- ◆ Provide content to illuminate aspects of early children behavior and development
- ◆ Provide content that lets adults/older kids prompt additional possibilities for interaction with the exhibit.
- ◆ Provide community announcements/bulletin board via digital signage
- ◆ Maximum Grade 6 readability

4 HEALTH AND SAFETY

Health and safety are of primary importance. Incorporate the principles of Safety by Design in all exhibit and architectural development.

4.1 Safety

- ◆ Review each exhibit for safety concerns.
- ◆ Minimize childhood health problems (i.e., spread of contagious diseases, injuries)

4.2 Notable Hazard Areas

Pay special attention to notable hazards, such as:

- ◆ Climbing structures
- ◆ Un-anticipated climbing on other features
- ◆ Hinged or pivoting components (avoid pinch points);
- ◆ Prevent transfer of force back to operator of controls (i.e. use one-way clutches on cranks, avoid spokes on wheels)
- ◆ Stick-like elements (provide tethers, oversize-ends to minimize poking hazard)
- ◆ Sharp edges, exposed fasteners
- ◆ Choking from small pieces that can fit in a child's mouth
- ◆ Impact from moving parts or mechanical exhibit controls (e.g. levers, wheels).
- ◆ Electricity, heat, stored energy (mechanical, electrical, hydraulic, pneumatic)
- ◆ Easy adult access for rescue from climbing or tunnel apparatus
- ◆ Adequate drainage, suitable flooring, and adequate ventilation in water areas
- ◆ Slip and fall hazards from rain/ice/snow or water play area (also consider associated comfort – no wet socks from standing water)
- ◆ VOC emissions, hazardous materials (e.g., adhesives, lubricants, fabrication, etc.)

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4.3 Air quality

Air quality is paramount to long-term healthy enjoyment of the facility. This is primarily the responsibility of the architectural design, but may affect specific exhibits.

- ◆ Special attention to water features (can become breeding ground for fungus and bacteria that pose a health risk, and create an unpleasant smell that can easily permeate the entire facility).
- ◆ Separate HVAC zones for independent control, designed for peak loads
- ◆ Consider negative air pressure in water / humidity zones (i.e. water features) for containment.
- ◆ Theatre spaces and active play areas may require additional air supply and return

5 CHALLENGES

5.1 Visitor Behavior

- ◆ We definitely DO want free, physical, active, lively, noisy play and to let kids do what kids do.
- ◆ But we don't want out-of-control, facility-wide screaming/running; can be disruptive to other visitors and museum programming.
- ◆ Plan for varying expectations and tolerance levels of visitors
- ◆ Structure the exhibits, open spaces, and transition areas to encourage free play while containing and directing the chaos
- ◆ Deliberately incorporate purposeful physicality into specific exhibits and performance spaces

5.2 Technology Use

- ◆ We DO want to be relevant, and kids today are very engaged with technology.
- ◆ But kids get enough screen time already, technology moves very quickly and quickly becomes obsolete, and technology-based exhibits often seem to be the ones that end up "out of order"
- ◆ "No Screen Time" policy – minimize kids sitting at computers or interacting with screens
- ◆ Use technology only for things like stop-motion claymation, green-screen news casts/dance – story/art/experience FIRST, technology SECOND.
- ◆ Use technology that is bigger, different than what is available at home
- ◆ Avoid expensive, single-purpose installations.
- ◆ Include Wifi and ample bandwidth for user convenience and future purposes
- ◆ Consider integrating user-brought devices into experiences

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5.3 Loose Parts

- ◆ We DO want lots of fun loose parts (puzzle pieces, blocks, costumes, stuffed animals, play tool, play food, crayons, etc.) as they make for very open-ended, enjoyable experiences.
- ◆ But, loose parts require constant staff work tidying and looking for things; parts often go missing; areas can get very messy
- ◆ We need to find a balance.

5.4 In-House Workshop

- ◆ We want to be able to keep the facility and exhibits in excellent repair
- ◆ We want to be able to do some fabrication and repair on-site
- ◆ Would require skilled “maker” personnel on staff; additional training and safety
- ◆ If workshop is included, CDM may build, rather than purchase, some initial exhibits.

6 EXHIBITS AND THEMES

6.1 Definitions

We have found it useful to define the following terms:

- ◆ Exhibit – a specific interactive apparatus, either portable or installed
- ◆ Gallery – a room or space that may contain one or more exhibits
- ◆ Theme – the unifying topic for a gallery and the exhibits it contains

We anticipate that themes for galleries would be set for 3 to 10 years, as part of the stable, unchanging 75% (See Section 2.5 Flexible) of each gallery and exhibit. The specific exhibits and elements within a gallery may have different life cycles, ranging from very short-term experimental spaces, to monthly or quarterly, to several years, or as long as the gallery itself.

6.2 Desirable Exhibit Types

Each gallery will generally contain multiple exhibits, with consideration given to visual and thematic cohesiveness, and appropriate blends of activity and noise levels. Some diverse exhibit types we would like to include:

- ◆ Small scale or fine motor creating (e.g., “maker spaces”, could be arts or engineering): low activity level
- ◆ Large scale or gross motor creating (e.g., creating large structures, moving and stacking large things, construction, destruction, etc.): medium activity level
- ◆ Role and pretend play (e.g., could be performance arts, kid-size town, etc.): medium activity level
- ◆ Physical activity (e.g., large scale unique climber): high activity level
- ◆ Water or air exhibit: medium activity level
- ◆ Younger kids only area (e.g., baby/toddler spaces, both separate and integrated into all exhibit areas): medium activity level

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- ◆ Passive (e.g., planetarium, professional performances, demonstrations, etc.): low activity level
- ◆ Portable and pop-up activities for both in-facility and outreach
- ◆ Decorative only (e.g., historical toy collection)

6.3 Themes

We would like to integrate relevant themes into galleries and their exhibits—in structure, content, imagery, and/or programming—to connect them to Saskatchewan’s communities, culture, heritage, and landscape, and to the wider world.

We do not want to duplicate any of the offerings at current institutions in the region (e.g., Western Development Museum, Meewasin Valley Authority, Wanuskewin, etc.) Instead, we aim to complement them and/or partner with them. Some possible themes and possible related exhibit elements are listed below.

It is important to recognize that specific exhibit elements could be appropriate within many different themes. For example, a climbing feature might be interpreted as a grain elevator within an agriculture theme, a fish ladder or a forest in a nature or environmental theme, a family tree in a heritage theme, a map in a geography theme, or a building or crane in a construction theme. Note that we would also like to consider alternatives to themed immersive galleries, such as the quirky, eclectic, flexible spaces common to emerging STEAM/maker/tinker trends.

It is expected that the actual themes and related exhibits that will be used in the museum will be established during the museum planning process.

Gallery/Theme	Possible Topics or Exhibit Elements
Performance arts	Music, drama, puppetry, storytelling, dance, TV studio, set and prop creation, green screen, Saskatchewan artists and musicians, battle of the bands, improvisation, game show, FN/Metis/New Canadians/global, giant bubbles
Visual arts	Drawing, painting, textiles, multimedia, collage, artist-in-residence, art bartender, collaborative art, stop-motion Claymation, paper making, printing press, mosaics, FN/Metis/New Canadians/global
Construction and transportation	Structures, architecture, urban design, fort building, robotics, houses and shelters, bridges, roads, Imagination Playground, pulleys, diggers and cranes, magnets, make your own vehicle, cable cars, boats, canoes, riverboats, horse, carts/wagons/sleighs, streetcars, aircraft, Amazing Airways, race tracks, large scale marble run, make your own rollercoaster
Nature and geography	Lakes, rivers, ancient ocean, prairie, boreal forest, Canadian shield, climate, seasons, hunting and fishing, historic buildings

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	of Saskatoon, maps, FN/Metis/New Canadians/global, gardening, composting
Saskatchewan resources	Mining (potash, uranium) Energy (oil, coal, natural gas, wind, solar, hydro) Agriculture (crops, livestock)
Around town	Grocery store, farmer's market, international bazaar, post office, childcare, vet clinic, bank, car mechanic, restaurant, hospital, courtroom
Health and human development	Early brain development, psychology, understanding disabilities

6.4 Additional Candidate Topics and Exhibits

The following are additional exhibits and activities identified in early brainstorming sessions. It is expected that the actual exhibits that will be used in the museum will be established during the museum planning process.

- ◆ Black light, other light
- ◆ Fabric and weaving
- ◆ Air pressure, Bernoulli blower, pneumatic mail
- ◆ Toys and games from yesteryear
- ◆ Fitness and physical activity
- ◆ Skype to another facility
- ◆ Distorted or forced-perspective room
- ◆ Astronomy, planetarium
- ◆ Gopher tunnels, tree houses
- ◆ Ice sculptures, quinzhees
- ◆ Pool-noodle "forest"
- ◆ Engineering "maker" spaces
- ◆ Financial literacy
- ◆ Math, statistics, and probabilities
- ◆ Mythology, monsters, gods, legends

DOCUMENT END

What's Next?

The CDM has issued a Request for Proposals to hire a professional design firm specializing in the development of children's museums and the associated hands-on exhibits, to help the CDM clearly define the exact scope of the project. Once awarded, the successful proponent would lead the CDM through the following stages of this "pre-design" phase to, in approximate order, to create a Master Museum Plan:

1. Initial collaborative planning with CDM board and committee members.
2. Consultation sessions with community stakeholders and intended programming partners.
3. Preparation of the master museum plan, including but not limited to:
 - a. Visitor experience plan.
 - b. Comprehensive functional space program to advise subsequent architectural design, including but not limited to galleries, exhibits, entrances, programming and birthday party spaces, offices, storage, retail spaces, other required amenities.
 - c. Galleries and exhibits defined, including suggested themes, educational foundations, and programming options.
 - d. High-level schedule and cost estimate for subsequent phases up to completion of the facility (including but not limited to exhibit development, design, fabrication, testing, transportation, installation, and commissioning).
 - e. Conceptual drawings and images to support fundraising.

To ensure the robustness of the deliverable documents, the CDM intends to also involve an architectural design professional in the project. It will be dependent on the capabilities of the successful exhibit/museum design firm whether the project will also need to include the services of a separate architectural design firm.

The project is expected to involve travel to Saskatoon by the exhibit design firm, since there are no appropriate design firms located locally. Additionally, it is expected that the project will involve focus groups, design charettes, or other methods of stakeholder engagement that will be carried out as part of the project, under the leadership of the professional design firm. As the intent of this project is to bring in an experienced world-class design firm, it is expected that the actual details of the project's execution will be largely determined after the awarding of the contract, capitalizing on the experience brought to the project by the successful proponent.

Some examples of design firms:

- Gyroscope Inc: <http://www.gyroscopeinc.com/>
- Hands-on! Inc: <http://www.hofl.org/>
- Argyle Design <http://www.argyledesign.com/>
- Roto: <http://www.roto.com/>
- Toboggan: <http://www.toboggandesign.com/>
- AldrichPears Associates: <http://www.aldrichpears.com/>
- Redbox Workshop: <http://www.redboxworkshop.com/>
- Boston Children's Museums: <http://www.bostonchildrensmuseum.org/exhibits-programs/museum-professionals/museum-consulting>

Three board members and the CDM Manager attended the Association of Children's Museums' Interactivity conference in Phoenix, May 12-16, 2014:

<http://www.childrensmuseums.org/index.php/interactivity-conference.html>.

This conference gave us the opportunity to speak with all the firms who attend as vendors, before we issued our RFP for museum planning. We also had the chance to learn about the latest trends and best practices from hundreds of other children's museums, including play-based learning research, exhibit and programming development, marketing and fundraising, HR policy, and so much more. In our experience so far, people in the children's museum sector have been very helpful and they always willing to advise us and share resources. The conference was a chance to meet so many more people from many different children's museums and this will have a huge impact on our ability to continue to draw on the experience of others as we move forward.

Possible Traveling Exhibits

A snapshot of just a few of the traveling exhibits available from Association of Children's Museums members includes:

The Art of Andy Warhol: Interactive Art

The Art of Andy Warhol is a unique, interactive exhibit featuring original Warhol silkscreen prints and a working silkscreen studio. In this exhibit, visitors experience the silk screen process from beginning to end. After designing an original image out of newsprint, young artists take their images to the silkscreen bed, place them under the screen and assist staff in spreading the ink across the screen with a squeegee. The screen is then lifted and the original piece of art is complete. The artwork includes Warhol's Myth Series, prints of fantasy characters from his childhood, and Toy paintings, based on his passion for collecting toys. Other activities include costumes inspired by the Myth Series characters, a reading area with books on Andy Warhol and art, and original tin toys from Warhol's collection.

Building Brainstorm: Architecture & the Built Environment

Building Brainstorm, which was developed with the Center for Architecture Foundation, creates a fantasy architecture studio in which children ages 5-12 and their families research and explore a range of building design challenges. Kids and adults experiment with building materials, explore engineering problems and investigate how their choices about light, form, structure and organization can impact a building's design.

Visitors:

- Build 3-D models with architectural blocks
- Create 3-D crawl-through structures using geometric frames & fabric
- Design their own layouts for a family apartment or house
- Transform a home's interior using a computer design game
- Match 2-D geometric magnetic shapes to Shanghai's dramatic skyline
- Experiment with light & space at a window research station

Building Brainstorm is trilingual (English, Spanish, French), meets national curriculum standards in design, problem solving, social studies and the visual arts.

Chagall for Children: Art, Creativity

Chagall for Children focuses on the works of Marc Chagall. This pioneering exhibit is a unique approach to introducing children to art through the life and work of a master artist, helping children and adults alike develop a greater understanding and appreciation of all forms of artistic expression. The exhibit is designed to engage visitors in the exploration of both art and the artist through 15 interactive, multi-sensory components. Each component features one of Chagall's works with an accompanying hands-on activity in a variety of media that encourages the visitor to explore and work with specific art principals such as colour, composition, light and texture. Many stations are accompanied with audio descriptions, highlighting information about the artwork upon which the interactive is based. An extensive selection of books about the artist is provided to encourage further exploration and to stimulate literacy learning.

Crime Lab Detectives: Hands-on, Forensics, Crime Solving

This exhibit engages visitors in an interactive experience that unleashes their inner Sherlock Holmes with Crime Lab Detectives. A burglary has occurred and your visitors are the lead detectives. They are challenged to examine the various clues, such as cloth fibre on a picket fence and tire marks, which will be useful in solving the crime. Families are encouraged to approach the exhibit as a team while students may explore it on their own or in groups. The accompanying Detective Notebook will help guide them through the process. The exhibit offers two solution tracks presenting a challenge to visitors of all ages. Your visitors will have to use scientific reasoning skills such as observation, classification and analysis while evaluating evidence, making inferences, problem solving and finally drawing conclusions. Crime Lab Detectives cultivates the use of communication skills, teamwork, logical thinking, data organization and debate in a creative role-playing environment. Forensic Science concepts such as the study of fingerprints, chromatographs, DNA, insect lifecycles, tire marks, hair analysis, thread comparison and handwriting analysis are all covered in their pursuit of the culprit.

How People Make Things, Inspired by the Mister Rogers' Factory Tours: Hands-on, manufacturing, informal learning

Every object in our world has a story of how it is made. How People Make Things tells that story by linking familiar childhood objects to a process of manufacturing that depends on people, ideas and technology to transform raw materials into finished products. This exhibit explores four manufacturing processes: cut, mold, deform and assemble. Visitors learn about each process through hands-on activities, Mister Rogers' Factory Tour videos, artifact representations of these processes and take home projects that extend learning and conversations beyond the museum visit. Everyday products featured in the exhibit include 10,000 Crayola crayons in 90 colors, 10,000 springs, traffic lights, cooking pans, sneakers, baseball bats, baseball gloves and matchbox cars. Visitors move through the four different factory areas to see how everyday products are manufactured. Visitors will make a die cut box and a vacuum formed bowl, and watch a plastic spoon being made by an injection molder. They can also operate a 3-axis mill, assemble a golf cart, or see a robotic arm in action. This exhibit provides the opportunity to try new things, to think in new ways and to foster on-going curiosity.

Torn From Home: My Life as a Refugee

This exhibit provides 8 to 12-year-old children with a balanced introduction to the plight of refugees, and people of all ages an inspiring learning experience and awareness about the importance of human rights. Some additional learning goals based around the exhibit include:

- Increase understanding among school-aged children, teachers, and youth leaders about human rights and the lives of refugee children and their families.
- Support parents, caregivers, and teachers in their crucial role of facilitating children's learning through programs, resource materials, and modeling.
- Encourage children of diverse backgrounds and abilities to play together while learning about the issues of conflict.
- Nurture and promote interaction among children and adults about these complex issues.
- Support community-programming efforts of local exhibit venues.

This creative and educational exhibition was developed in partnership with Lied Discovery Children's Museum and international aid organizations including UNHCR, the UN refugee agency. Philanthropist Pam Omidyar helped conceive the exhibit and personally provided core funding. "We hope children and other visitors will take away from the exhibition a sense of empathy and insight into the lives of refugee children around the world," said Linda Quinn, Executive Director of Las Vegas' Lied Discovery Children's Museum. "This exhibition will allow them to walk in the shoes of refugee children and reflect on issues such as losing a home and human rights in a creative, educational and interactive way."

The Zula Patrol: Mission Weather: Interactive children's science exhibit exploring weather

The Zula Patrol, those colourful and energetic Galactic fact gatherers have been planet hopping across the Solar System on their never-ending quest for knowledge. They've finally landed on Earth to study the weather on our home planet. We can experiment right along with them and learn what weather is, how it works, what affects it, and how it affects us. This compact exhibition is anchored by five freestanding installations that combine to create the colorful cartoon world of Zula. Captain Bula, Professor Multo, Space Pilot Zeeter, flying wonders Wizzy and Wigg, and Space Pet Gorga invite you to apply the scientific method. Learn all about clouds, precipitation, wind, temperature, and other weather phenomenon. The exhibit addresses the developmental needs of children by increasing scientific knowledge and habits of mind, addressing National Science Education Standards meeting National Association for the Education of Young Children Curriculum Guidelines, providing different types of play opportunities, and providing opportunities for children to exercise Multiple Intelligences. The Zula Patrol is a multifaceted brand of learning tools including an animated television series, outreach program, classroom activities, permanent and traveling museum exhibitions, and digital dome theatre show aimed to provide early science and reading literacy for children in preschool through 2nd grade.

Some Exhibits at Other Children's Museums

While further exhibit planning and design will be informed through a community engagement approach and the formation of a new Board committee, the following examples of successful exhibits at other children's museums provide a sense of the types of exhibits we are guided and inspired by.



Manitoba Children's Museum



Manitoba Children's Museum



Toronto Kidspark



Providence Children's Museum



Toronto Kidspark



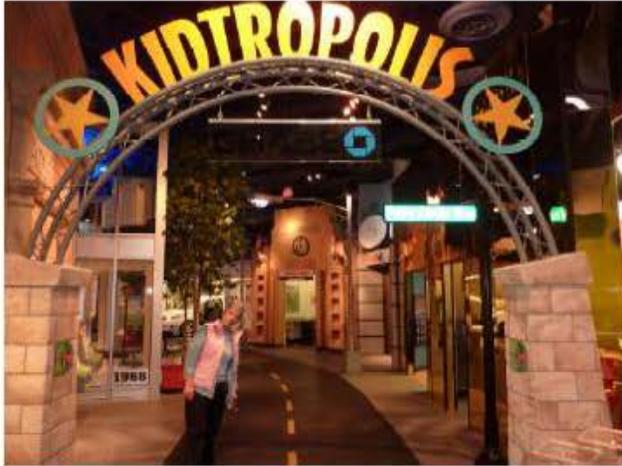
Providence Children's Museum



Toronto Kidspark



Canadian Children's Museum, Gatineau



Houston Children's Museum



Musee pour Enfants de Laval



Musee pour Enfants de Laval



Manitoba Children's Museum

Target Audience

Our target audience is children ages 12 and under, and their caregivers who are living in, or visiting Saskatoon and surrounding communities.

Community Partnerships

Over the past several years, we have developed several partnerships and collaborations with other similarly mandated groups.

Saskatchewan Science Centre

We have been in discussions with the Science Centre since 2010 about the possibility of partnership opportunities at the Mendel. We have, in fact, already partnered on programming, jointly hosting Science Saturdays at the Children's Discovery Museum in fall 2011. More recently, on October 7, 2013, we met with Sandy Baumgartner, Executive Director, Bruce Anderson, Chair, and Michelle Jensen, Vice Chair and discussed how we might further advance our relationship. Possibilities include collaborating on exhibits and programming, sharing office space, having one of their staff at the Mendel to program jointly with us and do their north-of-Saskatoon rural outreach. Please see Appendix A for a letter of support.

Similar to the CDM, the Science Centre targets children and a corporate crowd. The Science Centre has seen a great response in Regina and is looking for ways to extend its programming further north to Saskatoon and beyond. The CDM also sees potential to use the mutual partnership to extend the CDM's programming to other locations across the Province.

PotashCorp International Children's Festival of Saskatchewan

The CDM has had a positive relationship with the Children's Festival since the CDM's inception in 2002, and this relationship has grown closer in the past three years. The Children's Festival's Executive Director, Shauna Bradford-Wilson, and Treasurer, Pamela Oliva, participated in a Museum planning workshop in October 2013, and a partnership with the Festival is anticipated. What that will look like remains to be determined; it may involve the Festival re-locating to the Mendel, sharing office space (probably in a sub-lease arrangement), sharing staff, and hosting joint events.

The Children's Festival has indicated that the Mendel building and site would be ideal for the annual Festival. They anticipate that they could use the indoor theatre and other flex spaces for indoor programming. The outdoor site, in conjunction with Kinsmen Park, would be perfect for outdoor programming. In addition to the sharing of space, the two organizations plan to seek opportunities to share staff and other resources when possible, thereby increasing the efficiency of both organizations. Please see Appendix A for a letter of support.

School Boards

The Museum has been working with the Saskatoon school boards since opening the Market Mall facility in 2009, developing programming to complement the provincial curriculum, and offering this programming to school and preschool classrooms field trips.

Thanks to the generous funders of the Museum's Access Program, the CDM brings in 50 classrooms each year from Saskatoon's Community Schools free of charge. The museum has also initiated conversations at higher levels within the school boards, with the aim of working together to create the best possible educational opportunities at the Mendel. Please see Appendix A for a letter of support from George Rathwell, Past Director of Education of Saskatoon Public Schools. Also see http://www.museumforkids.sk.ca/documents/Group_Visits_Fall_2013.pdf for a recent programming brochure.

Saskatchewan Population Health and Evaluation Research Unit (SPHERU)

The Saskatchewan Population Health and Evaluation Research Unit (a bi-university unit between University of Saskatchewan and University of Regina) operates a Healthy Children research program in early child development and are also part of a major national network on brain development, NeuroDevNet. The Unit has an interest in partnering with the CDM to develop an exhibit and/or programming related to early childhood development and brain development in general. Discussions in late 2013 with the Director, Nazeem Muhajarine, and Knowledge Transfer Manager, Fleur McQueen-Smith, explored collaboration opportunities for hands-on exhibits for younger children, with educational information and activities for older children and adults on brain development. Please see Appendix A for a letter of support.

University of Saskatchewan College of Education

The CDM has met with the Associate Dean, Michelle Prytula, and Head of the Department of Educational Foundations, Dianne Millar, to discuss the College of Education's potential involvement as the Museum moves forward, both in the exhibit and programming design phase; and as future partners on initiatives after the new facility is open, sharing expertise and allowing for opportunities to engage education students. Please see Appendix A for a letter of support.

Saskatchewan Mining Educational Centre

We have been in conversation with the Saskatchewan Mining Educational Centre about collaborating on an exhibit showcasing the mining industry in the province. Please see Appendix A for a letter of support.

Royal Astronomical Society – Saskatoon Centre

The CDM has had several positive discussions with members of RASC, as well as with Alan Dyer from TELUS Spark in Edmonton, about the possibility of a flexible planetarium. Please see Appendix A for a letter of support.

Wide Open Puppet Theatre

Wide Open Puppet Theatre has been involved in planning since 2010. We recently touched base with them again and we are planning on meeting again soon to discuss what this might look like.

Meewasin Valley Authority

We met with Lloyd Isaac, Chief Executive Officer and briefly with Doug Porteous, Manager of Community Development, on November 14, 2013. We discussed how the CDM at the Mendel could become another important destination in the river valley, how we will complement rather than duplicate each other's programming, and how cross-marketing could look.

Wanuskewin

We have spoken with Wanuskewin Board Members Beth Bilson and George Rathwell. We feel it is very important to reflect our entire community at the Mendel, and we are committed to including First Nations content in our museum. We intend to continue exploring collaborative programming with Wanuskewin.

Saskatoon Early Childhood Association

We have discussed our plans with one of their members, Nancy Lautner, and we will continue to engage this organization as we move forward.

Tourism Saskatoon

The CDM met with President & CEO Todd Brandt, and Director of Industry Development and Sports Tourism Randy Fernets, on March 18, 2014. They are very supportive of our plans, which will have significant impact on tourism here in Saskatoon.

3 FUNDING

Although it is too early in the development process to secure pledges or letters of support from public or private funders, we are continually building relationships with potential funders.

Capital Campaign

We have retained DCG as our professional fundraising consultant, and we are excited to have started working with Don Gorsalitz and Cass Cozens, Capital Campaign Director. The feasibility study (Phase One) is expected to be completed in mid-August 2014. To date, feedback from potential funders is positive, and assuming City approval is forthcoming, it is hoped that a significant sponsor will come forward with seed funding. Following that, once the Master Museum Plan is established, we intend to start our capital campaign with the goal of raising \$10M over approximately 12 months.

Fundraising plan

Phase One of this project (Feasibility Study) involves the following activities by the consultant DCG Philanthropic Services:

1. Up to 20 one-hour interviews with a cross section of community opinion leaders, including: board members, staff members, current and past donors, major gift prospects, proponents and volunteers;
2. Up to 2 town hall style community focus groups;
3. Assessment of capacity within the community to secure funding at various projected levels and or goals;
4. Evaluation of key stakeholder groups and individuals to assess their known interests in the CDM;
5. Preparation of key messaging and draft case for support;
6. Development of tactical campaign work plan;
7. Participation in planning and information meetings as needed;
8. Formal interaction with designated project leadership personnel to prepare them for campaign components and execution; and
9. Regular progress updates to the CDM leadership.

Phase Two of this project will involve the following activities by the consultant:

1. Coaching and guidance to campaign leadership, volunteers, and any in-house staff assigned to the project to execute campaign strategy;
2. Development and oversight of campaign committees;
3. Preparation of job descriptions and expectancies for all volunteers;
4. Training for volunteers;
5. Establishing campaign timelines and reporting practices;
6. Interaction and management of suppliers to prepare and produce campaign materials and coordinate events;
7. Establishing donor/volunteer recognition practices;
8. Participation in planning and information meetings as needed;

9. Regular interaction with designated CDM project team members, campaign leadership and Volunteers; and,
10. Regular progress updates to the CDM board.

While the above provides an overview of consulting support, CDM as the client is encouraged to consider appropriate internal resources to support the campaign. Capacity will be required in administration, as well as a considerable commitment of time from the CDM's senior leadership, board members and volunteer campaign members. Solicitations are most meaningful when a representative of the organization accompanies the volunteer for donor contact.

Project Deliverables

Project deliverables in Phase One include:

1. Series of questions to guide interviews;
2. Agenda, discussion guide and moderation of two focus group sessions;
3. CDM Board presentation to review project results; and
4. Printed report, summarizing findings and outlining campaign strategy, including:
 - a. Written recommendations for a fundraising goal;
 - b. Finalized language for statement of need/case for support;
 - c. Key messages, outline and recommended content for required campaign communication materials;
 - d. Recommended timeline for the campaign & progress reporting schedule;
 - e. Proposed chart of gifts;
 - f. Suggested campaign organizational structure, committee structure and division of responsibilities; and
 - g. Proposed donor recognition strategy.

Project deliverables in Phase Two include:

1. Campaign timelines and leadership committees;
2. Volunteer training manuals;
3. Volunteer training sessions and ongoing support;
4. Donor and volunteer recognition framework;
5. Qualifying donor prospective gift capacity;
6. Volunteer toolkits which include:
 - a. Case for support documents;
 - b. Chart of gifts;
 - c. Suggested request level;
 - d. Pledge forms; and
 - e. Any other relevant information as determined in Phase One.
7. Campaign progress reporting format; and
8. Monthly status reports to the CDM board.

Capital Campaign Budget

Please see attached budget.

Canadian Heritage / Cultural Spaces

We had a telephone meeting with Adrian Wortley, Regional Program Manager, Arts & Heritage, Canadian Heritage and Tracey Cozman, Program Office, Canada Cultural Spaces Fund, on September 6, 2013. We discussed our project and the Cultural Spaces funding program. Please see Appendix B for a letter of acknowledgement. Further to this, our Capital Campaign Director, Cass Cozens, met with Tracey Cozman in Regina in early March 2014, and we will be submitting an application once we have met some eligibility requirements.

Early Commitments

We have recently received \$10,000 from the Saskatoon Community Foundation and \$10,000 from SaskCulture in support of our museum planning and design work with an outside consulting firm, and \$5,000 from Tourism Saskatoon in support of our Capital Campaign feasibility study.

Founding Executive Director Funding

We are grateful to the City of Saskatoon for suggesting and considering support in the amount of \$25,000, to go towards our new position of Founding Executive Director (see Section 5), and to the Ministry of Parks, Culture, and Sport for matching this contribution (now received). Depending on who we hire, if we need to raise further funds to round out the City and Province's contributions, we will explore the following options:

- DCG is working on securing a major pledge for the capital campaign, and some of the funds would potentially go towards the Founding Director position.
- We have an application in with SaskCulture (see below) and are being considered for their new emerging institutions Annual Global Funding program.
- We will explore capacity building grants from the Saskatoon Community Foundation and SaskCulture.
- We will approach private donors.

We have had success with a funding approach through grants and private donors when we raised \$60,000 for the business plan.

Projected Contributed Operating Income

Ministry of Parks, Culture & Sport

We had a telephone meeting with Gerry Folk, Executive Director, Cultural Planning & Development Branch, Ministry of Parks, Culture & Sport, on November 4, 2013. We discussed our project and the funding programs of the Ministry, either directly or through SaskCulture. Following this, we met Gerry in Saskatoon on January 20, 2014. We had a very good conversation and received lots of positive feedback as well as advice on how to proceed to become eligible for provincial funding through SaskCulture. We asked if the Ministry would consider matching the City's contribution for our Founding Executive Director position, and we were pleased that on March 6, 2014, Gerry let us know that they would.

SaskCulture

We met with Rose Gilks, General Manager, on January 9, 2014. We had the opportunity to share our plans and we received good feedback and very helpful guidance. She encouraged us to apply for SaskCulture's Annual Global Funding (AGF) for core operational once we are open at the Mendel. Furthermore, she let us know that they are considering a pilot program for emerging cultural institutions, to assist in getting promising organizations to the stage where they can be eligible for the AGF. We submitted our application on May 26, 2014 with the hopes of being eligible for both the general AGF for post-opening, and for this new emerging institution program, which would mean we would be able to access some funding for operations pre-opening so that we can more effectively build our organization. Our application is available upon request.

City of Saskatoon Arts and Grants Consultant

We met with Kathy Allen, Arts and Grants Consultant for the Community Development Branch, on September 20. We discussed their funding programs and talked about our future plans. Please see Appendix B for a letter of acknowledgment.

Director of Fund Development

Recognizing the importance of ongoing fundraising efforts to support our operations in the future, we have planned for a staff position dedicated to fund development. It has been the experience of similar institutions that this is critical. Reporting to the Executive Director and communicating with all other administration staff as required, this senior management position is responsible to provide leadership for appeals of the Children's Discovery Museum, for the corporate donations and sponsorships program, for the individual appeal program, and for the supervision of fundraising events.

Projected Earned Operating Income

Please see our business plan pp. 43-45 and business plan Appendix K for detailed projections. These will be revisited in 2015-2016 and adjusted accordingly. Note that in the event we cannot meet the goals of our capital campaign, renting office space at the rates ICR has projected is a viable source of alternative funding given the low vacancy rates in downtown Saskatoon.

4 BOARD AND COMMITTEE DEVELOPMENT

Board

Our board is made up of extremely dedicated, passionate and engaged individuals. Most sit on several committees and are willing to commit many hours to the Children's Discovery Museum. In the past year and a half, thanks to both intentional planning and excellent museum staff, the board has moved away from involvement in daily operations of the CDM. In the coming months, we plan to transition further into being strictly a governance board.

Following the workshop last October, we completed an analysis of the board's current capabilities and limitations. The main points are:

- We identified gaps in our relationships with the provincial government, potential major donors and sponsors, education, tourism, First Nations communities, and newcomer communities.
- We identified no significant gaps in specific skills. However, we recognize that greater competencies are needed in many areas as we move forward on a much larger project.
- In terms of board diversity, we identified a lack of male board members (which has since been remedied), and a lack of board members over 50.
- We wanted to have a lawyer and an architect on our board, and we have since recruited them.

More generally, we are looking to recruit people with time, energy and passion in this critical time of growth.

In the past six months, we have recruited three new board members, and we are actively looking for three more to fill identified gaps, including Early Childhood Education, First Nations, and Tourism. Our current board directors are:

Position	Member	Organization
President	Dave Hunchak	Systems Manager, Mining and Metallurgy, SNC-Lavalin Inc.
Vice-President	Genevieve Dessommes Denny	Children's Discovery Museum on the Saskatchewan
Treasurer	Erica Smith	Chartered Accountant and Business Consultant
Secretary	Christine Thompson	Project Facilitator, Prevention Institute
Past President	Dr. Erica Bird	Children's Discovery Museum on the Saskatchewan
Director	Lisa Aitken	Director, Marketing (Canada) and Intercompany Transaction, Cameco Corporation
Director	Mouna Karam	Owner, Artography by Mouna
Director	Travis Reynolds	Ph.D. (Public Policy) expected, University of Saskatchewan
Director	Andrew Wallace	Associate Director, Space Management & Planning, Facilities Management, U of S
Director	Jenny Hoffman	Director Legal Services, Governance and Assistant Corporate Secretary, Cameco Corporation

Board President

Dave Hunchak was unanimously by the Board as our next President effective June 9, 2014. Dave is a professional engineer, with expertise in project management, risk management, quality management, and technology development. Dave works as Systems Manager at SNC-Lavalin, focused on the global development of potash projects.

Past President Erica Bird has moved to Victoria for a year starting in July 2014, and is staying active on the Board. Erica and Dave have been working together for months and the transition has been smooth.

Advisory Board

Member	Organization
Dave Denny	Pelican Properties
Les Dubé	Concorde Group of Companies
Byron Horachek	MNP
Jim Hutch	Hutchtech Inc.
Doug Matheson	RBC Wealth Management, Dominion Securities
Lynn McMaster	Canadian Museum of Civilization
Lori Leach	Kinetic
George Rathwell	Saskatoon Public Schools
Dana Soonias	CEO, Wanuskewin
Brian Storey	Pelican Signs

Committees

Previously, our board was focused on operations at Market Mall, with a committee dedicated to Future Planning. In the past six months, we have restructured so that the board and the majority of its committees are focused on future development. Seven committees have been established to ensure adequate oversight of the CDM. Consistent with the advice obtained from comparable facilities, the corporate bylaws allow individuals who are not on the Board of Directors to sit on these committees. This allows the organization to gain expertise and assistance in certain areas without requiring all contributors to join the Board. The committees are as follows:

Committee	Committee Members
<p>Building Undertake architectural and construction work to make the best of the Mendel building's significant attributes.</p>	<p>Dave Denny (Chair), Business Owner, Pelican Properties Dave Hunchak, Systems Manager, Mining and Metallurgy, SNC-Lavalin Inc. George Rathwell, Retired Educator, Former Director of Saskatoon Public Schools Andrew Wallace, Associate Director, Space Management & Planning, Facilities Management, U of S</p>
<p>Exhibits Create exhibits and programming that will be unique and reflect the Saskatchewan community, culture, heritage, and landscape.</p>	<p>Christine Thompson, Project Facilitator, Prevention Institute (Chair) Dr. Erica Bird, President, Children's Discovery Museum on the Saskatchewan Shauna Bradford-Wilson, Executive Director, PotashCorp International Children's Festival of Saskatchewan Anneka Richer, General Manager, Children's Discovery Museum on the Saskatchewan Dave Hunchak Systems Manager, Mining and Metallurgy, SNC-Lavalin Inc. Amber McGrath Huck, Consultant, KeenEye Connected Genevieve Dessommes Denny, V.P., Children's Discovery Museum on the Saskatchewan</p>
<p>Negotiations Develop a building management model, and assist with all contractual and commercial negotiations.</p>	<p>Genevieve Dessommes Denny (Chair), V.P., Children's Discovery Museum on the Saskatchewan Dave Denny (Interim), Business Owner, Pelican Properties Lisa Matlock, Colliers International TBD, Lawyer</p>
<p>Human Resources Develop a human resources model. Build a strong, committed, and passionate board and committees. Recruit employees and volunteers.</p>	<p>Lisa Aitken, Director, Marketing (Canada) and Intercompany Transaction, Cameco Corporation (Chair) Dave Hunchak, Systems Manager, Mining and Metallurgy, SNC-Lavalin Inc. Christine Thompson, Project Facilitator, Prevention Institute Dr. Erica Bird (Chair), President, Children's Discovery Museum on the Saskatchewan</p>
<p>Fundraising Assist DCG Philanthropic Services in running a successful capital campaign. Secure pledges for contributed core operating funds.</p>	<p>Genevieve Dessommes Denny (Chair), V.P., Children's Discovery Museum on the Saskatchewan Dr. Erica Bird, President, Children's Discovery Museum on the Saskatchewan Dave Hunchak, Systems Manager, Mining and Metallurgy, SNC-Lavalin Inc.</p>
<p>Marketing Create a strong message about the importance and value of a children's museum for Saskatchewan. Ensure that the museum's message is reaching the community and resonating with people.</p>	<p>Travis Reynolds, Ph.D. (Public Policy) expected, University of Saskatchewan Christine Thompson, Project Facilitator, Prevention Institute Dr. Erica Bird, President, Children's Discovery Museum on the Saskatchewan</p>
<p>Operations Continue to successfully operate the Market Mall location. Two sub-committees manage the fundraising events, What's for Dinner and the Discovery Dash.</p>	<p>Anneka Richer (Chair), General Manager, Children's Discovery Museum on the Saskatchewan Dr. Erica Bird, President, Children's Discovery Museum on the Saskatchewan Mouna Karam, Bachelor of Law (Damascus), USCAD Photography, Owner, Artography by Mouna Erica Smith, Chartered Accountant and Business Consultant Christine Thompson, Project Facilitator, Prevention Institute</p>

Some committee updates

Building Committee

The Building Committee has been meeting bi-weekly in 2014, preparing to issue an architectural RFP for building improvements once City approval and initial fundraising is in place. We intend to use standard RAIC documentation and project phases, and have identified the split of responsibilities between the CDM (as client), the architect firm, and the exhibit development firm. An initial pre-design phase, led by an exhibit design firm, will provide the functional space program and master museum plan that will drive the architectural requirements. Leadership of the project would then pass to the selected architectural firm, for coordination and project management. Discussions with the City are continuing

and essential, to ensure appropriate coordination between the CDM's planned improvements and the City's planned upgrades to the Mendel facility.

Exhibits Committee

The Exhibits Committee meets monthly and has created a Museum Design Criteria document outlining our values and goals for exhibits and programming and the museum experience. The committee prepared and issued an RFP for children’s museum planning and design work, and intends to award the contract once City approval has been secured and funding is fully in place.

Human Resources

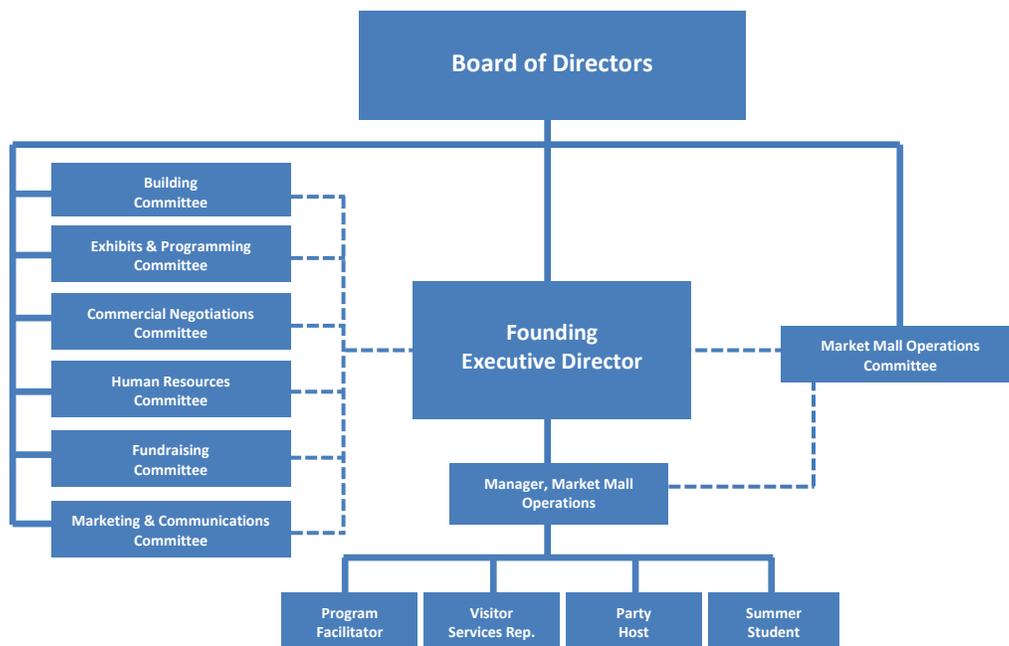
The HR committee recently recruited, interviewed, and hired the new Founding Executive Director. We have also identified gaps on our board and committees, and are working to recruit appropriate new board and committee members.

Fundraising

The fundraising committee has been working closely with DCG, with weekly coordination on the feasibility study. In addition, DCG is prepared a Development Plan for the museum (pro-bono) to outline a path to sustainable financial success once the museum is operating in the new facility.

Organizational structure

This structure includes our newly hired Founding Executive Director, see next section.



5 FOUNDING EXECUTIVE DIRECTOR

The CDM hired Jaki French for this position. Jaki has been the Executive Director of the popular and successful Ness Creek Music Festival for six years and brings a wealth of experience to the CDM, ranging from team management and community engagement, to the transitioning from a working board to a governance board. Jaki started part time in June while she wraps up this year's Ness Creek festival, and starts full-time with the CDM Aug 1, 2014.

Job posting

Position and Responsibilities

Your role will be to collaboratively lead the transformation of the organization into a new, top-tier, hands-on cultural and educational centre for Saskatchewan's children and families, to be located in the Mendel building. Reporting to the board of directors and working with a committed group of volunteers, staff, and consultants, you will lead the museum in the areas of exhibit and program development, marketing and communications, human resources planning, operations, fundraising, and the redevelopment of the Mendel facility. The full information package for this position is available at www.museumforkids.sk.ca.

Education and Qualifications

- Education: University degree preferred
- Relevant work experience: 8 years minimum

Requirements of the position

- Proven success leading multi-disciplinary teams to achieve organizational objectives
- Proven track record in inspiring confidence in funders, partners and colleagues
- Diplomatic and effective negotiation skills
- Articulate and confident verbal communication skills
- Solid understanding of financial concepts
- Effective and accurate written communication skills
- Strong credibility and good judgment
- Irregular work hours including evening meetings and weekend events

Assets

- Experience working within the arts, voluntary, charitable and/or education sectors
- Knowledge of early childhood development and play-based learning principles

Term: Full-time, one year term, with the strong possibility of two additional one year terms (total of three years)

Start Date: Immediately

Based In: Saskatoon, Saskatchewan

Please submit cover letter and resume via email to discovery@museumforkids.sk.ca by May 2, 2014.

Job description

Key Responsibilities:

1) Board Committee Leadership (40%)

- Actively participate on all Board committees: Building, Exhibits and Programming, Human Resources, Fundraising, Marketing and Communications, and Market Mall Operations
- Provide leadership support to the Committee Chairperson, members and consultants to ensure committee responsibilities align with and fulfill the organization's strategic aims
- Coordinate competing priorities, resource needs and timelines across the various committees using a diplomatic and solutions-oriented approach
- Cultivate strong, mutually beneficial relationships with professional volunteers participating on and consultants working with Board committees

2) Communications and Engagement (40%)

- Compellingly articulate what the Children's Discovery Museum aspires to become
- Raise the media profile of the Children's Discovery Museum
- Cultivate strong, high-impact relationships with a variety of community stakeholders (local, provincial, and federal government, donors, sponsors, funding organizations, businesses, schools, early childhood development programs, arts and cultural organizations, First Nations and newcomer communities, and exhibit and programming partners)
- Actively participate in community engagement processes to listen to community needs and expectations to improve decision making, impact, and accountability; includes engaging with children and families and the general public

3) Financial Management (10%)

- Create budgets
- Manage budget appropriation and reporting
- Manage cash flow
- Prepare and submit ongoing funding applications and pursue new funding opportunities for the capital campaign and future operations at the Mendel

4) Oversee Market Mall operations (10%)

- Support the ongoing, efficient operations of the current Market Mall museum location

Desired Qualities of the Founding Executive Director:

You are a proven leader with successful experience in moving organizations forward in pursuit of a vision. Your leadership abilities are characterized by an ability to build and direct a diverse and unified

team of staff, volunteers and consultants, garner broad community support, and increase visibility of the organization.

You are a problem solver and a strategic thinker. You can work in ambiguous, uncertain situations, help define problems, articulate strategic alternatives, and translate them into compelling solutions.

You are an energizing person. You have the ability to draw people together to share in ideas so that they feel they own it together. You are proud of your work, but realize it really belongs to the community.

Specific experience with museums is not a requirement but you do have an affinity for the mission of museums and cultural organizations. You can clearly and persuasively articulate the value of children's museums to galvanize widespread commitment for play-based learning.

You are inspired by the reimagining of a treasured community and heritage landmark building – the Mendel in Saskatoon. You envision a public space that is fun, inspiring, inclusive, and flexible for children, families and educators. You value community stakeholders being able to voice their ideas and aspirations for a new children's museum in Saskatoon.

You are not daunted by the hard work of building an organization that is experiencing rapid growth. You understand the elements of what makes an organization successful and have the ability to acquire the necessary resources to put these elements in place. You are adept at transforming ideas into specific, goal-driven outcomes.

This is an opportunity for a spirited, talented and purposeful individual to build a legacy and invest in our community's future: to create a unique and vibrant centre for the youngest members of our community, for their parents and all who care for them, and to cultivate the learning and creativity of our future citizens.

Term: Full-time, one year term, with the strong possibility of two additional one year terms (total of three years)

Compensation: Commensurate with experience

Reports to: Board of Directors, Children's Discovery Museum on the Saskatchewan

6 PROJECT MANAGMENT

Please see attached 2014-2017 work plan and overview of schedule.

APPENDIX A: LETTERS OF SUPPORT FROM PARTNERS AND COLLABORATORS



November 27, 2013

His Worship the Mayor and Members of City Council
City of Saskatoon
Saskatoon, SK

On behalf of the Saskatchewan Science Centre I am writing in support of the proposed move of the Saskatoon Children's Museum to the current Mendel Art Gallery space. Over the past few years we have had the opportunity to work with the museum and find the organization to be a good fit for future shared initiatives with the Science Centre.

As a provincial organization the Saskatchewan Science Centre is looking for increased opportunities to deliver science-related educational programming in and around the Saskatoon area. Our experience with the Children's Museum demonstrates a tremendous opportunity for both organizations to work together in this regard. In 2012, for example, the Science Centre provided programming at the museum for "Science Saturdays". This initiative was a great success and provided insight on future opportunities.

In October of 2013 Board representatives from the Saskatchewan Science Centre travelled to Saskatoon for an initial Board to Board meeting with representatives of the Children's Museum. This first meeting demonstrated a strong willingness amongst both organizations to work collaboratively on areas of shared interest—particularly in the promotion and delivery of learning opportunities for young children across the province. Some examples of collaboration that were discussed include having a member of the Saskatchewan Science Centre staff operate out of the new Children's Museum space; hosting a visiting exhibition in the gallery space periodically; sharing exhibits between the two locations; collaborating on joint programming; and providing reciprocal memberships.

At a follow up meeting of the Saskatchewan Science Centre Board of Directors it was agreed that we continue discussions with the Saskatoon Children's Museum and support where feasible the museum's move to the Mendel Art Gallery space. The Science Centre would consider assisting with organizational capacity building, staff training, sharing contacts in the science centre community, and providing background information on administrative, fundraising, and exhibit development.

We look forward to continuing the positive working relationship we have developed with the Saskatoon Children's Museum, we are optimistic about the future opportunities that will emerge as part of this relationship, and we encourage the City of Saskatoon to continue working with the museum.

Should you have further questions, please do not hesitate to contact me at 306-791-7924.

Sincerely,



Sandy Baumgartner
Executive Director
Saskatchewan Science Centre

To Whom It May Concern,

Re a new location for the Children's Discovery Museum in Saskatoon

The idea of locating a new, larger Children's Discovery Museum to the banks of the South Saskatchewan River is widely supported by the Pre- Kindergarten- Grade 12 educators and education systems of Saskatoon and region. A Children's Discovery Museum housed in a renovated Mendel Art Gallery would offer students a great place of learning; while teachers would be provided an environment for great teaching. The Mendel Art Gallery building's central location in our city makes it an ideal education center for the type of interactive learning so necessary for our students in the twenty first century.

Students from the entire city and region have ready access to this beautiful setting on the river. The opportunities for educational field trips throughout the school year are obvious to all of those involved in Pre- Kindergarten – Grade 12 education.

In addition to this ideal location, the building's interior also offers wonderful existing educational settings for the arts, theater, ecological gardens and much more. The building and the setting are excellent resources for learning and will only be enhanced by the interactive exhibits of a Children's Discovery Museum. The potential for learning in such a center goes well beyond our youngest students. This facility and setting would be an educational destination center for people of all ages and for visitors to our city. Entire multi-generational families would find such a learning environment very appealing for family- based activities.

A new, enhanced Children's Discovery Museum will be a wonderful educational asset to our city. Such a center will provide great opportunities for students, families, and educators to develop partnerships that will not only enhance education, but enhance our city. There are many precedents for such educational partnership work in our city. One clear example is the production of the Children's Festival held each year in downtown Saskatoon on the banks of the river. Clearly, this type of educational partnership work could include the Children's Discovery Museum to ensure the use of the facility and the quality of the educational experiences for children and students of all ages. This work would be supported by both of the school divisions in our city and by the educational organizations of the region. In speaking to both of the Directors of Education in our city in regard to the relocation of the Children's Discovery Museum to a restored Mendel Art Gallery building, it is clear that this idea has very strong support from educators in our city. The mission and vision for such a center is shared by the education systems.

We have a unique opportunity in our city at this time. A great building of tradition in the arts and learning must be re- purposed. Could there be a better new purpose for this facility than a learning center that promotes creativity, curiosity and lifelong learning for our entire community located in the very heart of our city?

Respectfully,

George Rathwell

Past Director of Education

Saskatoon Public Schools

November 18, 2013



PotashCorp Children's Festival of SK
706-601 Spadina Crescent East
Saskatoon SK S7K 3G8
T: 306.664.3378 F: 306.664.2344
W: www.potashcorpchildrensfestival.com

LETTER of SUPPORT

Regarding the Adaptive Re-Use of the Mendel Art Gallery Building Proposal

The senior management and members of the Executive Committee of the Board of Directors of the PotashCorp Children's Festival of Saskatchewan (legal name: Northern Saskatchewan International Children's Festival Inc.) agree in principle to support the adaptive re-use of the Mendel Building to become a centre for creative learning and civic engagement for children. The Children's Festival is on record as having been involved in moving the conversation forward since 2010. The Children's Discovery Museum on the Saskatchewan (CDM) is the primary tenant of record concerning this initiative, and the Children's Festival supports the success of the Children's Discovery Museum insofar as the two organizations are able to work together to benefit the cultural and creative learning agenda of Saskatchewan children via this proposal for adaptive re-use.

Since 1988, the Children's Festival has been a part of the cultural fabric of Saskatoon and a provincial leader in presenting the best in children's arts performance and participation opportunities from around the world. The Children's Festival has been proud to be part of the ongoing conversation concerning cultural accessibility and creative learning for children age 12 and under in our province, as well as on a national and international scale. The mission, vision, and values of the CDM are complementary to the mission, vision and values of the Children's Festival, and to this point the Children's Festival has been very glad to support the engagement process of the CDM to the fullest extent possible (research and development, infrastructure support, non-profit consultation, workshop participation, communication support, etc). It must be noted that the Children's Festival is not in a position to support the capital campaign or financial commitments of the CDM in any way, and the Children's Festival intends to access the amenities of the CDM as a tenant when the CDM is able to take occupancy of the Mendel building.

There is a strong likelihood that the Children's Festival and the CDM will be able to solidify a partnership that includes the sharing of human capacity and organizational

resources in the future. It is expected that other organizations with similar cultural and/or civic missions will also become part of the agreement.

The Children's Festival will require access to a variety of spaces and amenities of the facility on both an annual and an ongoing basis, and the planning cycle of both organizations allows for complementary programming across a number of identified programming priorities. As we understand it, the CDM has agreed that more than one multi-use space which may be used for presenting will be part of the facilities platform of the CDM, as will office and storage space, with each available for rent. At this point, the Children's Festival is able to commit to supporting the development agenda of the CDM and to speak to the value of an internationally-recognized and -affiliated discovery learning centre for children in our community such as the CDM represents.

for **PotashCorp Children's Festival of Saskatchewan**



Shauna Bradford Wilson, Executive Director

for **Children's Discovery Museum**



Erica Bird, President

Attachments:

Organizational Summaries

Financial Statements of Organizations



SASKATCHEWAN POPULATION HEALTH AND EVALUATION RESEARCH UNIT

November 22, 2013

Erica Bird
President
Children's Discovery Museum
Saskatoon, SK

Partners in Health:

Saskatchewan Health
Research Foundation (SHRF)
University of Regina
University of Saskatchewan

RE: Support for developing museum exhibit on early childhood development

Dear Erica,

It was good to meet with you on October 25th, to discuss our ideas for working with you to develop an exhibit on the science of early childhood development when you move into the Mendel space. As we discussed at the meeting, an interactive museum exhibit focused on early childhood development and childhood neurological development could translate research into experience for museum visitors of all ages. By providing a venue for scientific knowledge immersion, parents, children, educators and others with a stake in early childhood development can become informally educated about relevant issues in their lives.

The Science Museum of Minnesota has created a successful exhibit which promotes public awareness of the critical importance of the 0-5 year old developmental period. *The Wonder Years: The Science of Early Childhood Development* focuses on four key areas including;

- how scientists study young children and their current research interests in early childhood development;
- how early experiences shape the young brain and influence social, emotional, physical and cognitive development;
- methods and highlights of early learning; and
- the importance of positive relationships for healthy childhood development.¹

The interactive exhibit demonstrates how day to day life affords powerful opportunities to apply existing scientific knowledge. The exhibit inspires curiosity through play and experimentation, giving adults an understanding of the child's perspective of the world, and children an opportunity to engage in discovery. As objects are handled and "tried out," newly learned scientific knowledge comes alive. The underlying theory is that children and adults learn about what they do. Therefore an experience, like wearing a set of glasses that demonstrate what a one month old infant can see, can encourage empathy and understanding, informing parenting practice.

We feel our research organization, the Saskatchewan Population Health and Evaluation Research Unit (SPHERU), is well positioned to assist with developing this exhibit as we have a long history of collaborating with community and government partners, a strong scientific understanding of early childhood development, and a national reputation for our Healthy Children research and knowledge translation program. Engaging the public is part of our core mission, and we believe that this exhibit would help us do that in a very compelling, engaging way. We look forward to working with you.

Sincerely,

A handwritten signature in black ink that reads "Nazeem Muhjarine".

Nazeem Muhjarine, PhD
Professor and Chair, Community Health and Epidemiology, University of Saskatchewan
Director, Saskatchewan Population Health and Evaluation Research Unit (SPHERU)
Lead, Healthy Children research program, SPHERU

¹ <http://museumnotes.blogspot.ca/2011/07/wonder-years-story-of-early-childhood.html>

SPHERU Saskatoon
501 - 121 Research Drive
University of Saskatchewan
Saskatoon, SK S7N 1K2
Phone (306) 966-2250
Fax (306) 966-6487
E-mail: spheru@sask.ca

SPHERU Regina
OK 115, Centre for Kinesiology Health & Sport
University of Regina
Regina, SK S4S 0A2
Phone (306) 585-5674
Fax (306) 585-5684
E-mail: spheru@uregina.ca

SPHERU Prince Albert
University of Regina
Room 154, Woodland Academic Centre
1500 - 10th Avenue East
Prince Albert, SK S6V 6G1
Phone (306) 953-5535
Fax (306) 953-5305
E-mail: spberu@umalta.ca

November 29, 2013



City of Saskatoon

Re: Mendel Art Gallery Re-Use Plan

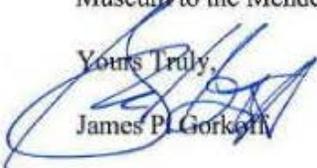
The Royal Astronomical Society of Canada Saskatoon Centre Incorporated (“RASC Saskatoon”) is a local organization under the auspices of The Royal Astronomical Society of Canada. The objects of RASC Saskatoon include: i) stimulating interest, and promoting and increasing knowledge, in astronomy and related sciences; and ii) making contributions and rendering assistance to individuals and institutions engaged in the study and advance of astronomy.

Accordingly, we look very favorably upon institutions which will be able to work closely with the public for the advancement of astronomy and science in general, and especially those which focus upon children. In that regard, we have established, what we feel is a very good relationship with the Children’s Discovery Museum (“CDM”). The CDM, in conjunction with RASC Saskatoon, promotes astronomy week. CDM, in conjunction with RASC Saskatoon and using a STARLAB portable planetarium borrowed from the Saskatoon Public School Board, on occasion provides a planetarium and an experienced astronomer to facilitate astronomical outreach to all interested Saskatoon children. We intend to continue both of these programs with CDM, and to create others of mutual interest.

We are very excited about the future possibilities for scientific outreach available to CDM with a move to the Mendel - especially the possibility of a site-specific planetarium. We look forward to the expanded outreach possibilities and we intend to continue to foster and support such collaborative programming.

It is indeed our pleasure to provide our support for moving the Children’s Discovery Museum to the Mendel.

Yours Truly,


James P. Gorkoff

President
RASC Saskatoon Centre
PO Box 317, RPO University
Saskatoon, SK S7N 4J8

November 20, 2013

Re: Discussions between the Discovery Museum and the Saskatchewan Mining Education Centre project (SMEC)

To Whom It May Concern:

I am pleased to confirm that the Children's Discovery Museum (CDM) and EXPLORE: The Saskatchewan Mining Education Centre (SMEC) have entered into discussions with regards to a joint mining exhibit when the CDM moves and expands into the Mendel building in Saskatoon, SK. More information about SMEC can be found at www.exploreSMEC.com.

Both the SMEC and the CDM believe that a mining exhibit would be engaging, educational, and fun for children and families, and that it would be relevant to our community and unique to Saskatoon – and Saskatchewan.

By partnering on the design of the EXPLORE exhibit, we would bring together expertise in public programming and the mining industry. The CDM would benefit from attracting visitors to come and enjoy the EXPLORE experience, and from additional sublet income or financial support for ongoing programming, depending on the eventual agreement details.

The SMEC would benefit by engaging and educating the public at a major Saskatoon attraction, and using the exhibit as a proof of concept space for future development. Conversations have only just begun, but both organizations see huge potential in this partnership and look forward to continued discussions.

Best regards,

(hard copy signed November 22, 2013)

Alex L. Fallon BSc(Hons), LLB (Hons)
President, Saskatchewan Mining Education Centre (a not for profit organization)
& Managing Director, Rainmaker Global Business Development
& British Honorary Consul to the Province of Saskatchewan



College of Education

28 Campus Drive Saskatoon SK S7N 0X1 Canada
Telephone: (306) 933-7654 Facsimile: (306) 966-7644

April 10, 2014

To Whom It May Concern:

It is my pleasure to write a letter in support of the Children's Discovery Museum seeking a permanent location at the Mendel Art Gallery site.

The University of Saskatchewan College of Education supports the Museum's development. Its mandate parallels the Saskatchewan Pre-K and Early Learning curriculum, providing our students with the opportunity to see the curriculum in action, early on. In turn, our new inquiry courses will allow our students the opportunity to become involved in the design and implementation of programs at the museum, providing further enrichment to the museum's programming for students throughout the City of Saskatoon and beyond.

In conclusion, I fully support the efforts of the Children's Discovery Museum board as they seek external funding to support development at the new location. It will help our students at the U of S, and it will be further beneficial to students throughout the province.

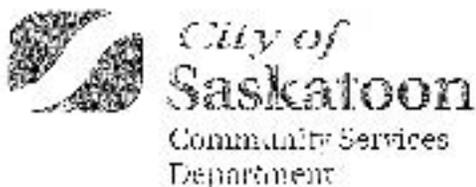
Please contact me if you would like any further information.

Sincerely,



Dr. Michelle Prytula
Associate Dean of Undergraduate Studies, Partnerships, and Research
College of Education
University of Saskatchewan
28 Campus Drive Saskatoon, SK S7N 0X1
Phone: (306) 966-6880
Email: michelle.prytula@usask.ca

APPENDIX B: LETTERS OF ACKNOWLEDGEMENT FROM POTENTIAL FUNDERS



3130 Laurier Drive, Saskatoon, Saskatchewan S7N 0J7
Phone: (306) 276-2275 Fax: (306) 276-2274

November 18, 2013

Dr. Erica Bird
Children's Discovery Museum
116 - 2325 Preston Ave South
Saskatoon, SK S7J 2G2

Dear Dr. Erica Bird: *Erica*

Re: Meeting September 20, 2013

This letter acknowledges that I met with you and Genevieve Dunny on September 20, 2013 to discuss funding programs available at the City of Saskatoon as well as to discuss the Children's Discovery Museum's (CDM) future plans.

The CDM is currently eligible to apply to the Sask Lotteries Community Grant program for project funding up to \$10,000, the next deadline for that program is January 15, 2014.

Thank you for talking with me about the museum's plans for growth. I appreciated meeting you and Genevieve and learning more about the CDM.

Yours truly,

A handwritten signature in black ink, appearing to read "Kathy Allen".

Kathy Allen, Arts and Grants Consultant
Community Development Branch (306-975-3281)

KAA

Monday, November 25, 2013

Erica Bird

Children's Discovery Museum
116-2325 Preston Avenue South
Saskatoon, SK S7J 2G2

Dear Erica:

This note confirms that we met by phone on Friday, September 6 to discuss plans for the development of the Children's Discovery Museum in Saskatoon as well as funding programs administered by the Department of Canadian Heritage.

Regards,

Adrian Wortley

Regional Program Manager, Arts & Heritage / Gestionnaire régional de programme, Arts et patrimoine
Prairies & Northern Region / Région des Prairies et du Nord
Canadian Heritage / Patrimoine Canadien
Tel. / Tél.: (204) 983-3618
Fax / Télécopieur: (204) 983-4751
adrian.wortley@pch.gc.ca

APPENDIX C: CONTRACT WITH DCG PHILANTHROPIC SERVICES

THIS AGREEMENT made in duplicate effective as of the 28th day of November, 2013.

DCG Philanthropic Services Inc., a corporation

governed by the laws of Canada

(hereinafter called “**DCG**”)

OF THE FIRST PART

- AND -

Children’s Discovery Museum on the Saskatchewan,

(hereinafter called “**CDM**”)

OF THE SECOND PART

WHEREAS CDM has determined to enter into an arrangement whereby it shall appoint DCG to direct, organize, manage, and otherwise make effective the solicitation of certain funds for the benefit of various projects and purposes associated with the CDM;

AND WHEREAS for the purpose of this Agreement the said solicitation shall hereinafter be called “The Campaign”;

AND WHEREAS DCG and CDM wish to set out in this Agreement their respective rights and obligations in respect of the Campaign;

WITNESSETH that in consideration of the mutual covenants and agreements contained herein, and subject to the terms and conditions hereinafter set out, the parties hereto agree to the following:

1. CDM hereby appoints DCG as its agent for the purpose of directing, organizing, managing and otherwise making effective The Campaign and DCG accepts such appointment in accordance with the terms and conditions of this Agreement.
2. CDM represents and warrants that its collection, use and disclosure of personal information in connection with The Campaign does not involve collection, use or disclosure of personal information in the course of “commercial activities” (any particular transaction, act or conduct or any regular course of conduct that is of a commercial character, including the selling, bartering or leasing of a donor, membership or other funding lists).
3. In particular, but not restricting the generality of foregoing, DCG agrees to provide to the CDM the services described in Appendix A hereto, which shall form part of this Agreement.

4. The parties acknowledge that the fund raising objective for The Campaign is approximately \$9 million (for planning purposes). DCG's agreement to make effective The Campaign does not constitute a guarantee, warranty or assurance that funds of any specific quantum will be raised in The Campaign.
5. Effective November 28, 2013, DCG shall commence work on Phase one of the Campaign to direct, organize, manage, and otherwise make effective The Campaign.
6. In addition, in Phase two of the Campaign, DCG shall provide a Campaign Supervisor (President), and a fulltime campaign Director and fulltime Campaign Associate who will manage and implement the planning and execution of The Campaign.
7. It is agreed that the Campaign Director shall be appointed to The Campaign by DCG subject to approval of the CDM and shall not be replaced without the approval of the CDM.
8. In the event that the CDM makes a reasonable request for the replacement of the Campaign Director, it shall make such request in writing to DCG and the Campaign Director shall be replaced within Sixty (60) days from the receipt of such notice.
9. It is agreed that the staff and volunteers of the CDM will give DCG cooperation in the planning and execution of The Campaign.
10. It is agreed that the final decision in all questions as to the proper methods and representations to be used in advancing the interests of The Campaign shall be mutually vested in the designated CDM Person(s) of the CDM and DCG.
11. In consideration of DCG's services hereinbefore described, the CDM agrees to pay professional counseling fees to DCG as follows:
 - a. Phase One, November 28,2013 to completion, \$61,800 project cost

Total \$61,800 plus GST

Progress payment representing 50% of the above fees are due at the completion of one full months service and shall be invoiced accordingly. Final payment for Phase One is due upon completion of services. This formalized fee structure and work to be completed will begin when CDM has authorized the official start of this work.

- b. With the approval of the CDM, Phase Two will begin immediately following the completion of Phase One. Fees for this phase to end of contract or until mutually agreed scope of changes in services

\$32,000.00 project cost

Total \$32,000 per month plus GST

12. It is agreed that except where otherwise indicated, the counseling fees described will be payable monthly in advance on the fifteenth day of each month. It is also agreed that interest on accounts overdue in excess of 60 days will be chargeable by DCG at the rate of 1% (an annual rate of 12%).
13. It is agreed that reasonable expenses relating to travel outside of Saskatoon, other agencies, long distance telecommunications, courier, printing, on-line costs and similar expenses incurred by DCG in the performance of the services hereunder will be invoiced separately each month as incurred with the prior approval of the CDM. All expenditures over \$1,000 must have pre-approval from CDM.
14. The parties acknowledge that the fees described in this Agreement do not include goods and service taxes or similar retail taxes which may be imposed by and payable to the Government of

Canada or the Government of Saskatchewan from time to time during the currency of this Agreement. In the event that such taxes may be imposed lawfully in respect of the fees described in this Agreement, the parties agree the CDM will be liable to remit the same to DCG or the imposing government, as appropriate.

15. It is further understood that in addition to DCG's counsel fees, the CDM may be required, upon the recommendation of DCG, to disburse certain monies to third parties, with the prior approval of the CDM, on account of printing, stationery, postage, audiovisual materials, equipment and premises rental, clerical services, telephone service, travel and promotional expenses, and other similar items incidental to the operation of The Campaign.
16. DCG shall ensure that all funds associated with The Campaign shall be handled by the CDM and all subscriptions and pledges shall be made payable to The Campaign or its legal representatives.
17. DCG shall not offer employment to any employee of the CDM and the CDM shall not offer employment to any employee of DCG during the currency of this Agreement or within one year after its termination. In the event that either party hereto breaches the foregoing, the offending party hereby agrees to pay forthwith to the other, as liquidated damages, and not as penalty, a sum equivalent to two times the annual compensation offered by the offending party and accepted by the employee so hired.
18. This Agreement is subject to cancellation by any party giving (45) days' written notice to the other.
19. All documents, files, printings, and other materials prepared pursuant to this Agreement in any way related to The Campaign shall remain the exclusive property of the CDM and shall remain in its possession at the expiration of the contract.
20. The parties acknowledge that the DCG staff associated with this assignment will be privy to confidential information regarding the goals, objectives, organization, staff, supporters, and other aspects of operations of the CDM. DCG agrees that all such information shall remain confidential and shall not be publicly or privately disseminated during the currency of this Agreement or thereafter.
21. DCG shall comply with all applicable privacy protection laws in relation to its collection, use or disclosure of personal information in connection with the Campaign.
22. This Agreement creates an agency relationship only. Neither DCG, DCG's employees, nor any other persons performing work for DCG will be deemed or considered employees of the CDM, for any purpose whatsoever.
23. Except in the course of the strict performance of DCG's specific responsibilities expressly authorized by the CDM pursuant to this Agreement, DCG is not otherwise the express, implied or apparent agent of the CDM. DCG will not in any way represent or give the appearance of possessing any authority on behalf of the CDM beyond that which is expressly and explicitly granted by this Agreement. Except as explicitly granted by this Agreement, DCG has no express, implied, or apparent authority to: (i) create or assume any obligation on its behalf, or (ii) act or purport to act as an agent of the CDM.
24. Any notice which may be given to the parties concerning this Agreement shall be addressed as follows:

DCG Philanthropic Services Inc.:

Mr. Donald C. Gorsalitz

DCG Philanthropic Services Inc.

130 Bonli Crescent

Saskatoon, SK S7N 4A1

Children's Discovery Museum on the Saskatchewan

Dr. Erica Bird

Unit 116 Market Mall
2325 Preston Ave South

Saskatoon, SK S7J 2G2

- 25. This Agreement is a contract made under and shall be governed by and construed in accordance with the laws of the Province of Saskatchewan and the federal laws of Canada applicable in the Province of Saskatchewan.
- 26. If, in any jurisdiction, any provision of this Agreement or its application to any party or circumstance is restricted, prohibited or unenforceable, such jurisdiction, be ineffective only to the extent of such restriction, prohibition or unenforceability without invalidating the remaining provisions of this Agreement and without affecting the validity or enforceability of such provision in any other jurisdiction or without affecting its application to other parties or circumstances.
- 27. This Agreement may be executed by the parties in counterparts and may be executed and delivered by facsimile and all such counterparts and facsimiles shall together constitute one and the same agreement.

IN WITNESS WHEREOF the parties hereto, by their respective signing officers, have executed this Agreement on the dates below indicated.

DCG Philanthropic Services Inc.

in the City of Saskatoon effective as of the 28th day of November, 2013.

Per: _____

Donald C. Gorsalitz, President

Children's Discovery Museum on the Saskatchewan

in the City of Saskatoon effective as the 28th day of November, 2013.

Per: _____

Erica Bird, President

Overview of Schedule for Children's Discovery Museum

Prepared by the Children's Discovery Museum

Summary of Annual Progress

Following is a summary of the significant milestones expected to be completed by the end of each calendar year. The WBS Item numbers are included for reference to the associated Gantt chart.

By End of 2014

- Final approval from City of Saskatoon (1.4)
- BUILDING - Completed Architectural Pre-Design w/Exhibit Firm (2.6)
- EXHIBITS - Completed Pre-Design Phase – Master Museum Plan (3.1.3.1)
- HR – Fully developed board, new founding director and board chair in place (5.2)
- FUNDRAISING – Seed funding secured, feasibility study completed, capital campaign underway (6.1.4 thru 6.1.6)

By End of 2015

- BUILDING – Completed schematic and detailed design (2.7 and 2.8)
- EXHIBITS - Completed detailed design and prototype testing (3.1.4)
- FUNDRAISING – Completed capital campaign (6.1.6)
- Ready to award construction and fabrication contracts

By End of 2016

- BUILDING – Completed city renovations, architectural renovations near completion (2.13, 2.14)
- EXHIBITS –Fabrication completed, installation and testing near completion (3.1.8 thru 3.1.10)
- FUNDRAISING – Secured operating funds (6.2.5)

1st Quarter 2017

- New facility opens

Assumptions

1. Pre-Design Phase 0, led by Exhibit Design firm, will be issued as a discrete RFP, separate from the remainder of the project, as the scope of subsequent phases may be affected by the Master Museum Plan created in Phase 0.
2. Other than Pre-Design Phase 0 will issue RFPs for exhibit and architectural services at same time.
3. Will consider a single RFP for combined/joint venture proposals (blending exhibit and architectural services)

4. Other than Pre-Design Phase 0, will hire architectural and exhibit service providers for the entire project, for continuity and to engage firms. Contracts will define phases with go/no-go decision gates between phases.
5. Exhibit installation services will be performed by a different firm (probably local) than exhibit fabricators (probably not local).
6. Construction can not start until facility is vacated by the Mendel. This includes architectural renovations, City of Saskatoon upgrades, and exhibit installations. Currently estimated that building will become vacant in June 2016.
7. Grand opening of new facility currently estimated during first quarter of 2017.

Terms of Donor Solicitation and Recognition

The objectives of the Capital Campaign are as follows:

- to streamline the donor recognition and asset naming process;
- to assist the campaign volunteers in providing recognition opportunities for the capital campaign goal through attractive naming opportunities; and
- to strengthen the Children's Discovery Museum's long-term donation and sponsorship strategy and stewardship.

To achieve the campaign objectives noted above, the Children's Discovery Museum is requesting approval to proceed with a program for donor solicitation, recognition and the offering of naming rights to the Mendel Building facilities, under the following parameters:

1. The Children's Discovery Museum shall have the ability to negotiate naming rights and sponsorships for assets and facilities at the Mendel Building subject to City Council having final approval of an agreement for the naming rights for the Building;
2. Except for the naming rights for the Building, the Children's Discovery Museum shall have the ability to negotiate these agreements and may include terms of up to 30 years – subject to the term of the Lease - and for amounts greater than \$100,000;
3. The Children's Discovery Museum, in consultation with the Administration, shall have the ability to prepare and execute the necessary agreements;
4. The Children's Discovery Museum, in consultation with the Administration, shall have the ability to extend or renew necessary agreements at the end of a term, excluding an agreement for the naming rights for the Building (as outlined in 1. above); and
5. All agreements will include that a donor or sponsor shall have a first right of refusal to renew an expired agreement.

Sponsorship Policy No. C09-028 provides the guidelines to facilitate and support opportunities for entering into sponsorship agreements and naming rights agreements for City-owned assets for the purpose of enhanced financial sustainability. The Children's Discovery Museum is requesting a departure from the current policy guidelines by adopting the parameters outlined above, subject to Council approval.

Program Services Agreement General Overview and Children's Museum Programming Opportunities

Program Services Agreement General Overview

This report recommends a proposal for a program services agreement, which is founded upon the following:

- 1) As part of its strategic planning process, the City has identified culture and recreation programming needs in the following areas:
 - Kinsmen Park animation and programming: in support of the newly renovated park to ensure that the area remains active, well-used, viable accessible to all ages, and safe;
 - activities with demographic priorities: pre-school aged children, children ages 5 - 12, and multi-generational families; and
 - activities with seasonal priorities, especially winter.
- 2) Construction of the PotashCorp Playland at Kinsmen Park, scheduled to open in the late Spring of 2015. While the park's form of development has been carefully designed to maximize animation and activity within the area, to date programming opportunities to support the Park infrastructure have not been explored in detail.
- 3) Built on the legacy of the Mendel building as well-loved public space, the search for a new tenant for the building has focused the ability of the tenant to provide public activity programs that would animate the building and support the activity of the adjacent Kinsmen Park area.

The purpose of a Service Agreement between the City and the Museum is to animate the Mendel building and better connect it to Kinsmen Park by providing specific, priority-driven programming in-house. This Agreement would define City expectations concerning the number of days per year and the hours per day the Children's Museum would be open to the public. The City would stipulate specific targeted program needs to be provided by the Museum to the public with goals to connect the Mendel Building with the park, increase the activities and animation within the park and rides area, and to meet demographic and seasonal priorities that are currently not being met with the City's existing programs.

As well as interior exhibition spaces and programs, the Museum would act like a "clubhouse" for the park, creating a place where patrons can potentially meet before setting off for park activities, safely stow supplies in lockers provided, borrow or rent equipment for park sports, games or crafts, learn more about the history and culture of the park and building, warm-up, eat lunch, use the washroom, or escape the elements.

Third-party service agreements for recreation and cultural programming are common in other medium-sized municipalities across Canada, like Coquitlam, North Vancouver and Ottawa. Key goals in supporting programming by community providers is that it allows the municipality to offer a wide range of quality programs and to increase participation and creativity for a diverse group of residents at a reasonable cost.

The program service agreement initiates a partnership model between the City and the Museum, which is mutually beneficial to both parties. The core business of the Museum is to provide and facilitate community activities, meeting a key requirement set by the City for the re-use of the Mendel Building. With the Museum already on site with staffing and resources, there is an opportunity for greater efficiency than the City could achieve independently operating similar programs. Evidence of City support can be used by the Museum to leverage funding and in-kind services from other public and private agencies, further increasing the value of the agreement and potential scope of services offered. Without the partnership, the Museum would still be offering programs, but with the agreement, the City has assurance that some of the programs and activities will be strategically aligned with the City's defined needs.

Today, some cities are beginning to see that parks can contribute significantly to the quality of urban life. By integrating parks into the cultural lives of neighborhoods, and by giving responsibility for maintenance, new programs and in some cases, design, to the communities themselves, we are seeing a renewal of parks in places some may have thought were impossible.

- *Creating Great Urban Parks*, from Great Parks/Great Cities: Seattle, Fred Kent and Kathy Madden.

Program Services Agreement General Overview And Children's Museum Programming Opportunities

Children's Museum Programming Opportunities

The following table outlines possible programming that has been proposed by the Children's Museum, as well as other options that have been discussed between the Museum and the Civic Administration. The purpose of this table is to illustrate how the CDM proposed programs align with the city's strategic program needs, as well as support programming for PotashCorp Playland at Kinsmen Park and Area and the Civic Conservatory. A further use for this long list of activities is the generate discussion with the Museum, Museum Stakeholders and the general public around what programs would be successful and support the needs of the broader community.

Legend: Civic Strategic Priorities:

PSAC - pre-school aged children

SAC - School-aged children 5-12

MF - multigenerational family

Program Options	CDM Propo sd	Opp. for PotashCor p Playland	Opp. for Conser v'try	Opp. for Mendel	Winter City	Civic Strat. Priority
Planetarium - A flexible planetarium could be included in partnership with the Royal Astronomical Society.	✓	✓		✓		PSAC SAC MF
School and Preschool Educational Classes - Educational classes for school and preschool field trips are typically offered at comparable facilities, including the current CDM at Market Mall where we welcome 150 classrooms each year including 50 through out Access Program for inner city schools (sponsored by funders, this program is at no cost to the schools).	✓	✓	✓	✓	✓	PSAC SAC
Adult Educational Classes - Some examples of potential classes include parenting workshops, mom's groups, pre-natal yoga and other gentle exercise classes, teaching workshops on experiential learning, and workshops and mini conferences that tie-in with the school and preschool school programming.	✓	✓		✓		MF
Public Workshops and Guest Program Leaders – We currently work with many other organizations and individuals to bring different and varied program content to the CDM, and we would continue to do so, on a greater scale. Some examples of	✓	✓	✓	✓	✓	PSAC SAC MF

CDM PROGRAMMING OPPORTUNITIES: Mendel Re-Use

Draft for Discussion

2014-05-21

Program Options	CDM Propo sd	Opp. for PotashCor p Playland	Opp. for Conser v'try	Opp. For Mendel	Winter City	Aligned w/ Strat. City ¹
organizations we work with are the Science Centre, The Museum of Antiquities, STARLAB, Kids on the Block, Kindermusik, Bricks4Kids, Engineering for Kids, various local artists, the SPCA, Street Cat Rescue, Wrangler Elisa, and many others.						
Birthday Parties - A common program/service offered by comparative facilities is children's birthday parties. These parties are often themed and incorporate the museum's exhibits in addition to the designated party space. The Manitoba Children's Museum historically has an attendance of 7,500 to 7,900 people generated solely from birthday parties per annum. It is anticipated that the number of parties at the new location will increase to a minimum of 250 by 2020.	✓	✓		✓		PSAC SAC
Adult Only Nights - Playing off the appeal of the museum's unique atmosphere, adults are invited for an evening of fun. These events are popular in communities with comparable children's museums. Events often include live music and a cash bar. Science World at TELUS World of Science in Vancouver hosts 6 events annually with up to 600 people in attendance at each event and the Madison's Children Museum attracts on average 500 guests at their Adult Only Nights.	✓	✓	✓	✓	✓	
Camps - Most comparative facilities offer summer camps and camps during school holidays. These camps are usually themed and tie in an educational component. The Science World at TELUS World of Science in Vancouver has approximately 255 children sign up annually and TELUS World of Science in Edmonton has approximately 900 participants. Conversations with local Saskatoon organizations suggest that there is a need for further camp offerings in Saskatoon and summer camps can be expected to fill up very quickly.	✓	✓	✓	✓	✓	PSAC SAC

CDM PROGRAMMING OPPORTUNITIES: Mendel Re-Use

Draft for Discussion

2014-05-21

Program Options	CDM Propo sd	Opp. for PotashCor p Playland	Opp. for Conser v'try	Opp. For Mendel	Winter City	Aligned w/ Strat. City¹
<i>Sleepovers</i> - These kid-friendly events are very popular among comparable facilities, who promise a sleepover children will never forget. Sleepovers differ among the facilities but often include supper and snacks, admissions into the museum's exhibits, space to sleep in the museum overnight, and activities sometimes including a movie. The Science World at TELUS World of Science in Vancouver sees a lot of interest in their sleepover program, having hosted 1,211 children and 426 adults in 2012.	✓	✓	✓	✓		SAC
<i>Movie Nights</i> - Movie nights are another event held by many comparable children's museums. Typically the movies shown are appropriate for family viewing. Patrons are welcome to view the screening after the purchase of admission to the museum.	✓	✓		✓		PSAC SAC MF
<i>Children's Festival Partnership</i> - The Children's Festival has indicated that the Mendel building and site would be ideal for the annual Children's Festival. They anticipate that they could use the indoor theatre and other flex spaces for indoor programming. The outdoor site, in conjunction with PotashCorp Playland at Kinsmen Park, would be perfect for outdoor programming.	✓	✓		✓		PSAC SAC
<i>An artist-in-residence</i>	✓	✓	✓	✓	✓	PSAC SAC MF
<i>Outdoor nature excursions</i>	✓	✓	✓		✓	PSAC SAC MF
<i>Puppet and costume making</i>	✓	✓		✓		PSAC SAC
<i>Creating and starring in a play</i>	✓	✓		✓		PSAC SAC MF
<i>Sewing, weaving and knitting, including large scale, whole body experiences</i>	✓	✓	✓	✓		PSAC SAC MF

CDM PROGRAMMING OPPORTUNITIES: Mendel Re-Use

Draft for Discussion

2014-05-21

Program Options	CDM Propo sd	Opp. for PotashCor p Playland	Opp. for Conser v'try	Opp. For Mendel	Winter City	Aligned w/ Strat. City ¹
<i>Physics, chemistry and biology science experiments</i>	✓	✓	✓	✓	✓	PSAC SAC MF
<i>Our bodies and our health</i>	✓	✓	✓	✓		PSAC SAC
<i>Geo-caching or letterboxing, map camp and workshops</i>	✓	✓			✓	PSAC SAC MF
<i>Creative writing</i>	✓	✓	✓	✓		PSAC SAC
<i>Build-a-house or igloo workshops</i>	✓	✓		✓	✓	PSAC SAC
<i>Winter Sports Equipment Rentals</i>		✓		✓	✓	PSAC SAC MF
<i>Continuing Education</i> - U of S Cancelled. Will there be opportunities to host some of that displaced programming?			✓	✓		PSAC SAC MF
<i>Temporary Exhibits – Exterior:</i> Open-ended, hands on, relevant, unique, flexible, durable	✓	✓	✓		✓	PSAC SAC MF
<i>High-priority exhibit – Water Play</i> (indoor and outdoor coordination)	✓	✓		✓		PSAC SAC
<i>High-priority exhibit – baby, toddler area</i> (indoor and outdoor coordination)	✓	✓		✓		PSAC
<i>High-priority exhibit – construction and destruction</i> (indoor and outdoor coordination)	✓	✓		✓		PSAC SAC
<i>High-priority exhibit – Arts Experiences</i> (indoor and outdoor coordination)	✓	✓		✓		PSAC SAC MF
<i>High-priority exhibit – Outdoor Playground</i>	✓	✓		✓		PSAC SAC
<i>High-priority exhibit – Kiosks, carts, pop-up, travelling, portable exhibits</i> for in-facility use and outreach	✓	✓		✓		PSAC SAC MF

CDM PROGRAMMING OPPORTUNITIES: Mendel Re-Use

Draft for Discussion

2014-05-21

Program Options	CDM Propo sd	Opp. for PotashCorp Playland	Opp. for Conser v'try	Opp. For Mendel	Winter City	Aligned w/ Strat. City ¹
Other Candidate Exhibits – Big Digger or Crane (indoor and outdoor coordination)	✓	✓		✓		PSAC SAC
Other Candidate Exhibits – Climbing features	✓	✓				PSAC SAC
Other Candidate Exhibits – Toy vehicle construction	✓	✓		✓		PSAC SAC MF
Other Candidate Exhibits – Gardening	✓	✓	✓	✓	✓	PSAC SAC MF
Other Candidate Exhibits – Architecture – Urban Design	✓	✓		✓		SAC
Other Candidate Exhibits –Giant Bubbles	✓	✓				PSAC SAC
Other Candidate Exhibits –Imagination Playground	✓	✓				PSAC SAC
Other Candidate Exhibits –Amazing Airways	✓	✓		✓		PSAC SAC
Other Candidate Exhibits –Make your own roller coaster	✓	✓		✓		PSAC SAC
Other Candidate Exhibits –Giant collaborative mosaic art	✓	✓		✓		PSAC SAC
Other Candidate Exhibits –Fitness and physical activity	✓	✓		✓	✓	PSAC SAC
Other Candidate Exhibits –Gopher tunnels	✓	✓		✓	✓	PSAC SAC
Other Candidate Exhibits –Ice sculptures, quinzees, ice mazes, ice castle, ice art, ice slides	✓	✓			✓	PSAC SAC
Other Candidate Exhibits – Treehouses	✓	✓				SAC
Other Candidate Exhibits – Travelling exhibits from other centres – outdoor durable, secure and safe	✓	✓			✓	PSAC SAC

CDM PROGRAMMING OPPORTUNITIES: Mendel Re-Use

Draft for Discussion

2014-05-21

Program Options	CDM Propo sd	Opp. for PotashCor p Playland	Opp. for Conser v'try	Opp. For Mendel	Winter City	Aligned w/ Strat. City ¹
Other Candidate Exhibits – Travelling exhibits from other centres – Ice Block constructions	✓	✓			✓	PSAC SAC
Other Candidate Exhibits – Travelling exhibits from other centres – 3-D crawl through structures with geometric frames and fabric	✓	✓		✓	✓	PSAC SAC
Other Candidate Exhibits – Travelling exhibits from other centres – Crime investigations, forensics	✓	✓		✓		PSAC SAC
Other Candidate Exhibits – Travelling exhibits from other centres – Mission Weather	✓	✓		✓	✓	PSAC SAC
Fire Pit – Program management		✓			✓	PSAC SAC MF
Activity Meeting Area – Clubhouse, warm-up, snacks		✓		✓	✓	PSAC SAC MF
Warming Hut – program or design competition		✓				SAC MF
Senior's Programs – a fitness walking club that meets at KP and uses the new track loop (could partner with "Brainsport" or "Running Room")		✓		✓	✓	
Other programs of interest to Seniors – like the adult nights – could be educational, horticulture, cooking, quilting club, etc...		✓	✓	✓	✓	
KP Public Art and history interpretation – Jane's Walk, summer tours, etc		✓		✓		SAC MF
Kite making	✓	✓		✓		PSAC SAC MF
Festival of lights or solstice event	✓	✓		✓	✓	PSAC SAC MF

CDM PROGRAMMING OPPORTUNITIES: Mendel Re-Use

Draft for Discussion

2014-05-21

Program Options	CDM Propo sd	Opp. for PotashCorp Playland	Opp. for Conser v'try	Opp. For Mendel	Winter City	Aligned w/ Strat. City ¹
<i>Carnival</i> maple syrup tire/taffy, horse-drawn wagon rides, old timey games, ceinture fleche craft, etc.	✓	✓		✓	✓	PSAC SAC MF
<i>Discovery Dash</i> currently in Rotary Park, 6 th year in 2014	✓	✓				PSAC SAC MF
<i>Outdoor hockey (no skates) shoot-out with speed radar gun</i>	✓	✓			✓	SAC MF
<i>Ultimate Frisbee pick-up games and disc golf, other team sports</i>	✓	✓			✓	SAC MF
<i>Theatre in the Park (with Sum Theatre)</i>	✓	✓				PSAC SAC MF
<i>Stroller exercise groups</i>	✓	✓				PSAC
<i>Nature photography classes</i>	✓	✓		✓	✓	SAC MF
<i>Interactive theatre and storytelling led by professionals</i>	✓	✓		✓		PSAC SAC MF
<i>Movies in the Park (with MVA)</i>	✓	✓				PSAC SAC MF
<i>Marketing – shared admission wristband with KP</i>		✓		✓		PSAC SAC MF
<i>Programming During PotashCorp Playland staff dinner break: and other schedule alignments for cohesive experiences</i>		✓		✓		PSAC SAC MF



In addition to the information obtained from the ACM, interviews were conducted with various children's museums in Canada as well as comparable locations in the United States of America. A summary of the results of these interviews is included in Appendix D. The information obtained from these organizations was utilized in developing this business plan.

Summary of Facilities Interviewed

Name	Location	Population	Exhibit Size (Sq Ft)
Children's Museum of Stockton	Stockton, CA USA	296,357	22,000
Fascinate-U Children's Museum	Fayetteville, NC USA	203,954	8,500
Madison Children's Museum	Madison, WI USA	236,901	26,000
Grand Rapids Children's Museum	Grand Rapids, MI USA	189,815	28,405
Telus Sparks	Calgary, AB CANADA	1,214,839	34,200
Manitoba Children's Museum	Winnipeg, MN CANADA	730,018	19,572
Niagara Falls Art Gallery/Niagara Children's Museum	Niagara Falls, ON CANADA	82,997	4,000
Saskatchewan Science Centre	Regina, SK CANADA	210,556	40,000

5.3 LOCAL ATTRACTIONS

The CDM offers services and opportunities otherwise currently unavailable in Saskatoon. While there are some great facilities for children in Saskatoon, there are none that are both completely hands-on and educational. While the Western Development Museum has many attractive exhibits, many of them cannot be touched. On the other hand, civic facilities, such as the City's pools, provide a venue for active play but are not specifically educational. The CDM provides both of these attributes, and in doing so brings something unique to Saskatoon.

The following is a list of facilities that families in Saskatoon visit. It has been indicated next to each facility listed whether the facility offers active play and programming, has educational and cultural components, is for all ages, and is a year-round facility. While many facilities offer some of these elements, the CDM on the Saskatchewan is the only facility that provides the unique combination of all of these elements.

Other Family Facilities in Saskatoon

	Active Play	Programming	Educational	Cultural	All ages	Year Round
Proposed Children's Discovery Museum on the Saskatchewan	Yes	Yes	Yes	Yes	Yes	Yes
Fun Factory	Yes	No	No	No	No	Yes
Mendel Art Gallery	No	Yes	Yes	Yes	Yes	Yes
Western Development Museum	No	Yes	Yes	Yes	Yes	Yes
Meewasin Valley Centre	No	Yes	Yes	Yes	Yes	Yes

	Active Play	Programming	Educational	Cultural	All ages	Year Round
Libraries	No	Yes	Yes	Yes	Yes	Yes
Indoor pools	Yes	Yes	No	No	Yes	Yes
Indoor play areas in restaurants	Yes	No	No	No	No	Yes
Movies	No	No	No	No	Yes	Yes
Beaver Creek	Yes	Yes	Yes	Yes	Yes	No
Gymnastics (drop in)	Yes	No	No	No	No	Yes
Forestry Farm and Zoo	Yes	Yes	Yes	No	Yes	No
Ruckers	Yes	No	No	No	Yes	Yes
Wanuskewin Heritage Park	No	Yes	Yes	Yes	Yes	Yes
Festivals	Yes	Yes	Yes	Yes	Yes	No
City parks and splash pools	Yes	Yes	Yes	No	Yes	No

The number of facilities and activities for children in Saskatoon has not grown with the population of the City. Numerous organizations were contacted regarding attendance at their facilities and demand for programming. Most organizations indicated that their children's programs fill up very quickly and that they often have to turn children away.

The community survey conducted by the CDM in June 2012 asked the question: "How would you rate the availability of year round available 'family friendly' facilities in Saskatoon?" Out of a scale of 5 (with 1 being no facilities for my family and 5 being many family friendly facility options), the average response was 2.75. A total of 39% of respondents rated 1 or 2 indicating that there are not enough family-friendly facilities, 48% of respondents rated 3 indicating that there are a good amount of facilities, and 13% rated 4 or 5 indicating that there are many options. A number of respondents left comments related to this question. A full list of comments can be found within the survey results in Appendix E; however, a few of the comments are provided below:

- *Engaging, affordable and educational facilities for young families in Saskatoon are limited, especially during the long winter months when outdoor exploration and play are not possible.*
- *Always could use more, the good ones are always busy.*
- *The CDM is a wonderful facility for our city as a place for people to drop into and play, or meet friends for a get together. I have been a member at other museums and found it worthwhile.*

Based on the feedback, it seems that there is a real need and desire for a facility such as the CDM in Saskatoon.

Communications Plan

Mendel Building Re-use by the Children's Discovery Museum - August Report

July 21, 2014

Background

In 2016 the Mendel Building will be vacated. A Call for Ideas process was initiated on November 22, 2010, to find a new tenant for the Mendel Building. Criteria for the new tenant included the need for public program spaces, full use of the identified tenant area of the building, and the ability to operate financially.

The City entered into a Memorandum of Understanding with the Children's Discovery Museum in February 2012, signaling City Council's confidence in the potential of the Museum to develop a world-class multi-purpose space providing public programming and experiential learning opportunities where children and families will have fun.

In Spring 2013 City Council received the Museum's business plan for the tenancy of the Mendel Building and asked the Administration to report back on next steps.

As part of its strategic planning process, the City of Saskatoon has identified culture and recreation programming needs in the following areas:

- Kinsmen Park animation and programming: in support of the newly renovated park to ensure that the area remains active, well-used, viable accessible to all ages, and safe;
- activities with demographic priorities: pre-school aged children, children ages 5 - 12, and multi-generational families; and
- Winter activities.

Goal

- Provide the community with regular reports on the status of the Re-use of the Mendel Building by the Children's Discovery Museum (the Museum).

Target Audience

- Residents of Saskatoon
- Mayor and City Council
- City of Saskatoon Leadership Team and Staff
- Saskatoon Media
- Stakeholders/Special Interest Groups

Key Messages

- *The Children's Discovery Museum would be conditionally approved to lease the Mendel Building from the City when it is vacated by the Civic Gallery.*

- The Children's Discovery Museum is a non-profit organization which first opened in Saskatoon in 2009. It is currently located in Market Mall. The mission of the Museum is to foster creativity, curiosity, and a lifelong love of learning in children 12 and under through hands-on exhibits, programming and outreach
- The proposed Museum is anticipated to have an annual visitation of 60,000 people, 12,000 square feet of exhibition area, and will employ at least 13 full time staff.
- The Museum has a variety of community partners, including the Saskatchewan Children's Festival and the the Saskatchewan Science Centre.
- *The lease would require regular reporting by the Museum on project progress and the implications of not meeting identified milestones.*
 - Once approved, the Museum will be able to proceed with fundraising and development and implementation of the Museum within the Mendel Building. The City will monitor their progress through the proposed milestones to ensure that the project is moving forward, and it will have a process in place should the milestones fall significantly behind what is proposed.
 - Donor recognition from the Museum would follow the precedent set with the Gordon Howe Bowl project.
- *A partnership with the City would provide targeted programming which would animate PotashCorp Playland at Kinsmen Park and the Mendel Building*
 - Saskatoon continues to grow at the fastest rate in Canada, and has the youngest population, with a median age of 34.9 years compared with 40 years for Canada as a whole.
 - Goals for the agreement are to connect the activities of the Mendel Building with the park, increase the animation of the park and rides area, and to meet demographic and seasonal priorities that are currently not being met with the City's existing programs.
 - Third-party service agreements for recreational and cultural services are common in other municipalities in Canada, allowing the municipality to offer a wide range of quality programs for a diverse group of residents at a reasonable cost.
 - Funding to the Museum of \$25,000 in each of 2014 and 2015 from the Community Support Grant Reserve would fund a portion of the salary for a Founding Director.
 - Through fund-raising and sponsorships, the Museum will be able to use the City's contribution as seed money to leverage additional funds for programming and support. It's a very good value, because the Museum could achieve much more than the City could with the same amount of funds.

- *The City estimates annual costs to operate the Mendel Building at \$513,000. The net annual amount to be received by the City from the lease of the building is estimated at \$88,000.*

Communication Tools

Information about the status of the re-use of the Mendel Building will be provided through News Releases, posted on the City's website and through social media.

Frequently Asked Questions

1. Will the Mendel building still be publicly accessible, or will I have to pay to get through the door?

The public lobby and conservatory will remain open to the public, free of charge. This includes access to the ground floor and lower level washroom facilities. The Museum plans include a publicly accessible shop and restaurant, outside of the ticketed area. The museum will require paid admission for exhibits and most programs of approximately \$7, however, a program to provide free admission for those in need is part of their fund-raising work and is part of the current Museum program in the Market Mall operation.

2. Why is the City paying the Children's Museum to carry out public programming?

Through community engagement, the City has identified a need for programming for pre-school and school-aged children, and multi-generational families. Winter activities have also been a need identified in the community. We also want to support and animate PotashCorp Playland at Kinsmen Park.

Third-party service agreements for recreational and cultural services are common in other municipalities in Canada, allowing the municipality to offer a wide range of quality programs for a diverse group of residents at a reasonable cost.

The Museum, in this location at the Mendel Building, is ideally situated to carry out programming that will address the stated needs of the community. The City has committed \$70,000 (which is equal to about the salary for one person for one year) to the Museum to carry out specific programs to address the needs outlined above. It is anticipated that the Museum, through fund-raising and sponsorships, will be able to use the City's contribution as seed money to leverage additional funds for programming and support. It's a very good value, because the Museum could achieve much more than the City could with the same amount of funds.

3. Doesn't the City have enough programs for kids with the Leisure Centres, Parks programs and Community Association programs?

As Saskatoon continues to grow at the fastest rate in Canada, it also has the youngest population, with a median age of 34.9 years compared with 40 years for Canada as a whole.

Demographic analysis, community engagement and strategic planning have identified a need for culture and recreation programming in the following areas:

- Activities with demographic priorities, pre- and school-aged children, and multi-generational families
- Activities with seasonal priorities, especially winter
- Kinsmen Park area animation and programming

4. Why doesn't the City just lease the Mendel building to the highest bidder?

A Call for Ideas process started in 2011, which sought to find a tenant for the building who would carry out public programs, while operating independently of the City. Further community engagement for the Re-use of the Mendel building identified priorities for a tenant who could maintain a community focus within the building, provide flexible space for short-term rentals, and respect and not significantly alter the existing building fabric.

The Museum has been a preferred tenant since the City entered into a Memorandum of Understanding with the organization in 2013. This preference is based on its ability to carry out public programs and its complimentary use with the PotashCorp Playland at Kinsmen Park. As opposed to an office function, the museum activity areas are well suited to the scale and layout of the existing gallery spaces.

An analysis of the market lease that could be generated from this space shows that the City could possibly net approximately \$90,000 per year, once operations, maintenance, utilities and management fees are considered. It is anticipated that a market lease would not have a public program function, and that the building spaces would require significant alteration to accommodate office and non-display uses.

5. Does the Museum have money for the capital improvements and the ongoing operating of the facility?

In 2013, City Council reviewed the Museum's Business Plan, which included a market analysis, revenue overview, and capital and operating requirements. Ongoing operations are projected to be funded from 50% earned revenue, and 50% from private and public funding sources. Capital needs are identified at \$8-10 million dollars.

The Business Plan lays out the financial requirements for the organization to build and operate the Museum. Following completion of the plan in 2013, the Museum

has contracted a third party fund-raiser to assist with raising funds for both capital and on-going operating. Since 2013, a number of meetings have been held with potential private and public sector sponsors, as well as potential partners or sub-tenants for the space. Furthermore, over the last year the Museum has carried out significant organizational development to build capacity for the project, including Board development and hiring a full-time Executive Director.

Overall, the response toward the Museum's initiative has been very positive, but firm funding commitments cannot be established without the Museum gaining evidence of the City's support. This evidence would be approval for the tenancy of the building through the Agreement to Lease, and the programming support funding which would act as seed money to leverage other funding agreements.

6. I hear that the Mendel building is expensive to operate. Was it poorly designed or has it been badly maintained?

The Mendel Building was designed in the Modernist style popular in the mid-Twentieth century. The building has been maintained through the City's Comprehensive Building Maintenance Program. Upgrades to the building's roof, windows, exterior cladding and other areas have been carried out, improving the performance of the structure. Capital replacement of the building's HVAC system is scheduled to coordinate with the new tenancy, funded from the CBCM program.

Because of its role in housing art, the building has been carefully maintained in order to ensure optimum environmental performance. Costs to operate the building have historically been higher than other facilities due to the sensitive nature of the environmental conditions needed for art display. This is not required for the Museum, and cost projections for operating the new use of the building are consistent with other City-run buildings, including the contribution to the CBCM, utilities, minor maintenance and custodial services.

7. Why doesn't the City tear down the Mendel Building and sell the site to the highest bidder?

As part of the Kinsmen Park Master Plan, community engagement around the Mendel Building vacancy was carried out. Public opinion about the building is very strong, and it is well-loved by the community. Furthermore, a heritage assessment has identified the building as significant architecturally, and it is a notable cultural asset for Saskatoon.

Community engagement for the Re-use of the Mendel building identified priorities for a tenant who could maintain a community focus within the building, provide flexible space for short-term rentals, and respect and not significantly alter the existing building fabric. Generating revenue from the property was not identified as a key issue.

8. Will the Mendel name and legacy be lost with the new tenants in the building?

The facility will continue to be called the Mendel building. The new tenant would name their space and program, but the building name would remain. Sponsorship opportunities for specific rooms within the building, and programs are also available. Furthermore, the Mendel legacy and the Mendel art collection will be celebrated in the Rемаi Modern Art Gallery of Saskatchewan.

Remai Modern Art Gallery of Saskatchewan/River Landing Parkade

Recommendation

That the information be received.

Topic and Purpose

The purpose of this Report is to provide the Executive Committee with an update on the Remai Modern Art Gallery of Saskatchewan/River Landing Parkade Project.

Report Highlights

1. Structural concrete for the gallery was completed in June 2014.
2. Structural steel construction commenced in July 2014.
3. The Project has had schedule challenges due, in part, to the 2013 increased river levels, site soil conditions and the winter temperatures of 2013/14.
4. The largest immediate challenge to the project will be completing the structural steel and completing the building shell so interior work can proceed independent of the weather.

Strategic Goal

This project supports the Quality of Life Strategic Goal, relating to the implementation of the Municipal Culture Plan. It supports the four-year priority to enhance the quality of life in Saskatoon.

Background

The construction contract was awarded in 2013, with completion planned for 2016.

Report

Construction on the Remai Modern Art Gallery of Saskatchewan is continuing. The structural concrete on the project was completed in June 2014. Structural steel erection began in July 2014. The project has had schedule challenges due, in part, to the 2013 increased river levels, site soil conditions and the winter temperatures of 2013/14.

The project design and construction management are being performed by the Architect team hired by the City in 2010 as part of their commission. City staff are stewarding the Architect's commission and all of the other aspects of the project for the City. The largest immediate challenge to the project will be completing the structural steel and the building shell so interior work can proceed independent of the weather.

The substantial performance date is expected to be February 3, 2016, as opposed to the original date of November 23, 2015. The expected date for total performance of the work, which is the date that most directly affects move-in timing, at this time has not

been adjusted, and remains at April 30, 2016. The Gallery Administration is currently developing their moving and opening plan to determine that schedule and what 2016 operations look like.

Financial Implications

Capital Project #1786 - Remai AGS and River Landing Parkade has been approved for funding in the amount of \$95,303,160. The Administration is in the process of a detailed comprehensive cost review of all capital and operating costs, and will be reporting the results of this review in the fall of 2014.

Public and/or Stakeholder Involvement

No public and/or stakeholder involvement would be required.

Communication Plan

All public project reports and updates are being posted to the City's Website.

Environmental Implications

All of the materials and processes used in construction and ultimate use of the Art Gallery and Parkade contribute negatively to the environment through the creation of large amounts of greenhouse gasses and the consumption of non-renewable resources.

Other Considerations/Implications

There are no policy, privacy, or CPTED implications.

Due Date for Follow-up and/or Project Completion

The next project update will be brought to the Executive Committee on October 20, 2014.

Public Notice

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

Report Approval

Written &

Reviewed by: Mike Gutek, Director of Major Projects

Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

Approved by: Murray Totland, City Manager

2014 Civic Services Survey

Recommendation

that the information be received.

Topic and Purpose

This report provides the results of the 2014 Civic Services Survey which is conducted annually to obtain citizen feedback on a variety of civic issues. The City of Saskatoon (City) will use the information during its planning cycle as input into program and service changes and budget decisions, in an attempt to meet the program and service needs of citizens.

Report Highlights

1. Perceptions of quality of life remain high in Saskatoon.
2. Satisfaction with the overall level of services provided by the City has improved.
3. Citizens cite road conditions as the most important issue facing the City.
4. Importance of civic services remains consistent with 2013. Top areas include quality of drinking water, repair of water main breaks, maintenance of major roadways and freeways, fire protection and police services.
5. There is a notable increase in satisfaction with snow and ice road maintenance, traffic management, maintenance of major roadways and freeways, and planning for growth and development when compared to results from 2013.
6. Five in ten respondents support paying an additional fee to have snow removed from their streets after it has been ploughed to the side during the winter.
7. The use of the City's website continues to be an important tool for citizens seeking civic-related information.

Strategic Goal

The Civic Services Survey supports the Strategic Goal of Continuous Improvement and being the best-managed city in Canada. The overall goal of the annual survey is to obtain citizen feedback on a variety of issues. In turn, the results are used as feedback into the planning process, and to provide high quality services to meet the dynamic needs and high expectations of our citizens.

Background

The City has conducted the Civic Services Survey annually since the early 1990s. The last survey was completed in May 2013.

Report

In March 2014, the City contracted Inshightrix Inc. (Inshightrix) to conduct the 2014 and 2015 City of Saskatoon Annual Civic Services Survey. As in previous years, both a telephone and an online survey were utilized. For the 2014 survey, 500 randomly selected citizens were contacted via telephone, and over 800 additional citizens were

selected to participate via online panels. Results were collected between May 20 and June 3, 2014.

The following information outlines the key conclusions of the 2013 survey. A full copy of the survey is found in Attachment 1.

Quality of Life and Satisfaction with Services

- Quality of life in Saskatoon continues to be rated high, with 86% of telephone and online respondents rating it as either good or very good.
- Overall satisfaction with the level of service provided by the City has improved. The majority of telephone respondents (86% in 2014 compared to 83% in 2013) and online respondents (79% in 2014 compared to 73% in 2013) are satisfied.

Most Important Issues Facing the City

- Roads continue to remain the dominant issue (37% telephone and 32% online). It should be noted that the survey takes place in the spring, when road conditions are typically at their worst.
- The top ten most frequent primary and secondary issues mentioned are generally the same as found in 2013, although there are small variations in the order.

Importance of Services

- There were no significant changes in how respondents rated the importance of a wide range of civic services in 2013. Among both telephone and online respondents, the services rate the highest include:
 - Quality of drinking water
 - Repair of water main breaks
 - Maintenance of major roadways and freeways
 - Fire protection
 - Police services

Performance in Delivering Services

- Similar to 2013, the services that received the average highest ratings for performance included:
 - Quality of drinking water
 - Fire protection
 - Electrical services reliability
 - Garbage collection
 - Police services
- There were notable increases in satisfaction with the following services:
 - Snow and ice road maintenance
 - Traffic management
 - Maintenance of major roadways and freeways
 - Planning for growth and development
- Satisfaction declined with electrical services reliability and repair of water main breaks. From January 1 to March 21, 2014 the City experienced 175 water main breaks compared to 89 last year at this time. The main cause of the increase was

the extended, extreme cold weather that caused ground frost to develop at 9-10 feet, where the underground pipes are located. The shifting that occurs with frost put pressure on the pipes, causing weaker points to break.

2014 Hot Topics

- Citizen opinions were divided with over one-half who support paying an additional \$8.00 per month to have snow removed from their streets after it has been ploughed to the side. Four in ten oppose it.

Communications

- Respondents prefer to receive information about the City's programs and services through the website and email. Flyers, TV ads, print ads, the media and radio ads are also common preferences.

Communication Plan

A variety of tools will be used to update the media and public on the results of the 2014 Civic Services Survey, including a Public Service Announcement and social media updates on Twitter and Facebook. The updates will indicate that the City will use the information during its planning cycle as input into program and service changes and budget decisions, in an attempt to meet the program and service needs of the citizens of Saskatoon. A full copy of the results will be made available on the website.

Financial Implications

The cost for the Civic Services Survey is funded through the existing annual operating budget. The survey cost in 2014 was \$24,680 (excluding taxes).

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The next Civic Services Survey will take place in May 2015.

Public Notice

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

Attachment

1. City of Saskatoon Annual Civic Services Survey, June 2014.

Report Approval

Written by: Carla M. Blumers, Director of Communications
Reviewed by: Catherine Gryba, General Manager, Corporate Performance
Approved by: Murray Totland, City Manager

CITY OF SASKATOON ANNUAL CIVIC SERVICES SURVEY

JUNE 2014



EXECUTIVE SUMMARY

The City of Saskatoon has conducted the Civic Services Survey annually since the early 1990s. The key objectives of the survey are to

- gain insight into perceptions of the quality of life in Saskatoon
- gain insight into perceptions of importance and satisfaction relating to the services provided by the City of Saskatoon
- track perceptions and satisfaction with the above areas

A total of 500 surveys were completed via telephone and 801 surveys were completed online via Inshtrix's online research panel SaskWatch Research™ between May 20th and June 3rd 2014. The key findings are summarized below.

Quality of Life, Overall Satisfaction & Value

- Perceptions of the quality of life in Saskatoon remain positive: 86% of both online and telephone respondents believe that the quality of life in the city is good or very good.
- Satisfaction with the overall level of civic services provided by the City has improved: 86% of telephone respondents are satisfied (up from 83% in 2013) and 79% of online respondents are satisfied (up from 73% in 2013).
- A majority of Saskatoon residents believe they receive good value for the civic services provided for what they pay in property taxes (79% telephone and 60% online). This decreased slightly from last year among telephone respondents (80% in 2013) but has improved slightly from last year among online respondents (56% in 2013).
- Few citizens (16% telephone and 15% online) are able to identify the precise proportion of their property taxes that goes to the City for civic services, which is consistent with previous years.

Important Issues Facing the City

- When asked to name the most important issue facing the City, roads continue to remain the dominant issue (37% of telephone respondents and 32% of online respondents). Other common issues that citizens feel need attention include crime and policing, traffic flow, affordable housing, and infrastructure in general.

Specific Civic Services: Importance & Satisfaction

- Citizens were asked about the importance of 33 different service areas as well as their satisfaction with the City’s performance in each of these areas.
- Services deemed to be most important continue to include maintenance of major roadways and freeways, repair of water main breaks, snow and ice maintenance, traffic management, quality of drinking water, fire protection, treatment of sewage, and police services (average importance rating of 8.6 or higher).
- The civic services that citizens are most satisfied with include quality of drinking water, fire protection, electrical services reliability, and garbage collection (average satisfaction rating of 8.0 or higher).
- Based on the importance and satisfaction ratings of specific services, key strengths (high importance and high satisfaction) and weaknesses (high importance and comparatively lower satisfaction) of Saskatoon’s civic services are listed below. The results are generally the same as those from 2013.

Key Strengths of Civic Services	Key Weaknesses of Civic Services
<ul style="list-style-type: none"> • Quality of drinking water • Fire protection • Electrical services reliability • Recycling • Repair of water main breaks • Treatment of sewage • Garbage collection • Police services • Maintenance of City parks 	<ul style="list-style-type: none"> • Mosquito control • Planning for growth and development • Street maintenance in your neighborhood • Affordable housing • Traffic management • Maintenance of major roadways and freeways • Snow and ice road maintenance

Communication Methods

- The City’s website is the preferred information source for both telephone (32%) and online respondents (62%), followed by emails (31% telephone and 42% online). Other common information sources include the media (43% online and 23% telephone), radio ads (34% online and 19% telephone), print ads (28% online and 26% telephone), and utility bill stuffers (30% online and 10% telephone).
- Further, seven in ten online respondents (72%) and one half (53%) of telephone respondents have visited the City’s website at least once within the past six months. Visitation to the City’s social media sites (Facebook, Twitter, blogs, and YouTube) within the same time period is minimal (roughly 10% or less for each).

Hot Topic 2014

- Citizen opinions on removing snow from residential streets after being ploughed for an additional fee are divided. Specifically, just over one half (56% telephone and 52% online) support paying an \$8 fee per month for this service, while four in ten (40% telephone and online) oppose this service.

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BACKGROUND & OBJECTIVES

The City of Saskatoon has conducted an annual survey on civic services with Saskatoon residents since the early 1990s. Originally, this research was conducted in the fall. Starting with the 2011 wave of the survey, research has been conducted in the spring.

The objectives of the survey include the following:

- determining perceptions of the quality of life in Saskatoon
- understanding what citizens believe is the most important issue facing the city
- learning Saskatoon residents' perceptions of importance and satisfaction relating to the services provided by the City of Saskatoon
- gaining insight into perceived value for property tax dollars contributed to the City
- tracking perceptions and satisfaction with civic services over the past several years
- understanding interest in receiving information about City programs and services via social media tools
- collecting opinions on hot-topic items (in 2014, this was interest in snow removal on all city streets for an additional fee)

METHODOLOGY

Sampling and Data Collection Approach

Historically, this study has been conducted via telephone interviews with randomly selected households within Saskatoon city limits. In 2010, it was determined that the City of Saskatoon would utilize both online and telephone data collection methods in order to reach cell phone-only households and to address declining participation rates in telephone surveys in general.

Online research has become more commonplace and many research companies access research panels to engage respondents online. Inshtrix launched its Saskatchewan-based online panel in 2008, SaskWatch Research™. The panel currently represents more than 15,000 Saskatchewan residents, with more than 4,600 residing in Saskatoon.

There are slight differences in respondent behaviours in online studies when compared with telephone studies. Specifically, online respondents tend to offer slightly lower ratings on scale questions such as satisfaction or likelihood of usage. This trend has been noted in several tandem studies conducted by Inshtrix where the same set of questions is asked of a sample of telephone and online respondents.

Therefore, to maintain trending capabilities with the historical data from the Annual Civic Services Survey, both telephone and online methods were used in the 2010 to 2014 iterations of the study.

Telephone Sampling

The sampling approach used in the 2014 telephone study has remained unchanged since 2009 to allow for direct comparisons year over year. Specifically, 500 interviews were conducted with randomly selected households throughout the city. For consistency with previous years, quotas were not set to be representative of the Saskatoon population by age and gender. As a result, the distribution of responses does not precisely match the general adult population within the city, yet the distribution of respondents in the 2014 wave is consistent with previous waves (dating back to 2009). As such, the results are directly comparable between the time periods. Similarly, the data were not weighted to reflect the actual distribution of the population in the city by age and gender, as this was not done in past waves.

Online Sampling

For the online study, given that the age and gender of panel members are known, Insigtrix was able to set precise quotas by both demographics to ensure that a close match with the general population was achieved. Due to the cost savings associated with conducting online research, in 2011 the sample size was increased from 500 to 800 to allow for more statistically accurate findings and more detailed comparisons by demographic groups. This increased sample size has since been maintained. As respondent proportions in this wave of the study are very close to census actuals, the data were not weighted (as was required in the 2011 wave of the study).

Completed Questionnaires by Demographic Variables

The following table outlines the distribution of telephone interviews and respondents by demographic variables:

Demographics		Online Survey		Phone Survey	
		Count	Percent	Count	Percent
Gender	Male	377	47.07 %	221	44.20 %
	Female	424	52.93 %	279	55.80 %
Age	18-34	270	33.71 %	86	17.20 %
	35-54	304	37.95 %	205	41.00 %
	55+	227	28.34 %	209	41.80 %
Total		801	100%	500	100%

Questionnaire Review

All tracking sections of the survey instrument remained unchanged in order to maintain the ability to track results with previous years, with the exception of a few minor wording adjustments. In addition, a question specifically related to support for increased charge for snow removal was added to the 2014 study.

Data Collection

Telephone

Data was collected via telephone interviews with randomly selected households within Saskatoon city limits. Household contact information was provided by ASDE Survey Sampler, Inc., a reputable Canadian sample provider. Trained telephone interviewers contacted potential respondents and asked for their voluntary participation in the study.

Online

Randomly selected SaskWatch Research™ panel members living within the city were invited to participate in the research study via an email message which included a link to the online survey. Those who did not respond within one week of receiving the invitation were sent a reminder invitation.

Dates and Margin of Error

Data was collected between May 20th and June 3rd 2014. A total of 500 surveys were completed via telephone and 801 surveys were completed online. The margin of error for the telephone research is ± 4.4 percentage points at a 95% confidence interval (19 times out of 20). Margin of error for the online study is not applicable as online research is considered a non-probability proportional sampling technique.

Reporting Notes

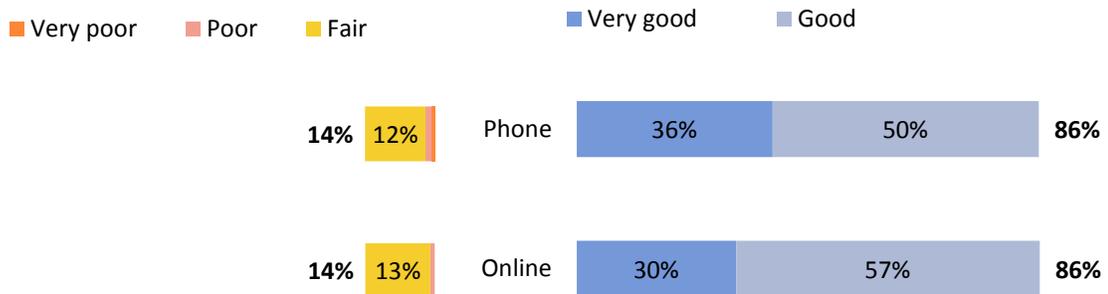
- Each survey question was analyzed by all appropriate demographic variables, including suburban area, age, and gender. Notable differences have been highlighted in this report. A standard alpha value of less than 0.05 is considered statistically significant. This means that there is less than a 5% chance that the results would have occurred by chance.
- Because of the larger sample size and the objective of transitioning the Saskatoon Civic Services Survey to an online methodology, any demographic cross-tabulation results have been based solely on online respondents.
- Due to rounding, not all results will add to exactly 100%.
- Results for questions with multiple allowed responses may total more than 100%, as respondents were able to choose more than one option.

- Each question includes a base description detailing the number of respondents who answered each question (n=#).
- Open-ended questions have been themed and coded into categories. The percentages from individual codes could total more than 100%, as comments from each respondent could be relevant to more than one code.

QUALITY OF LIFE, OVERALL SATISFACTION & VALUE

Perceived Quality of Life

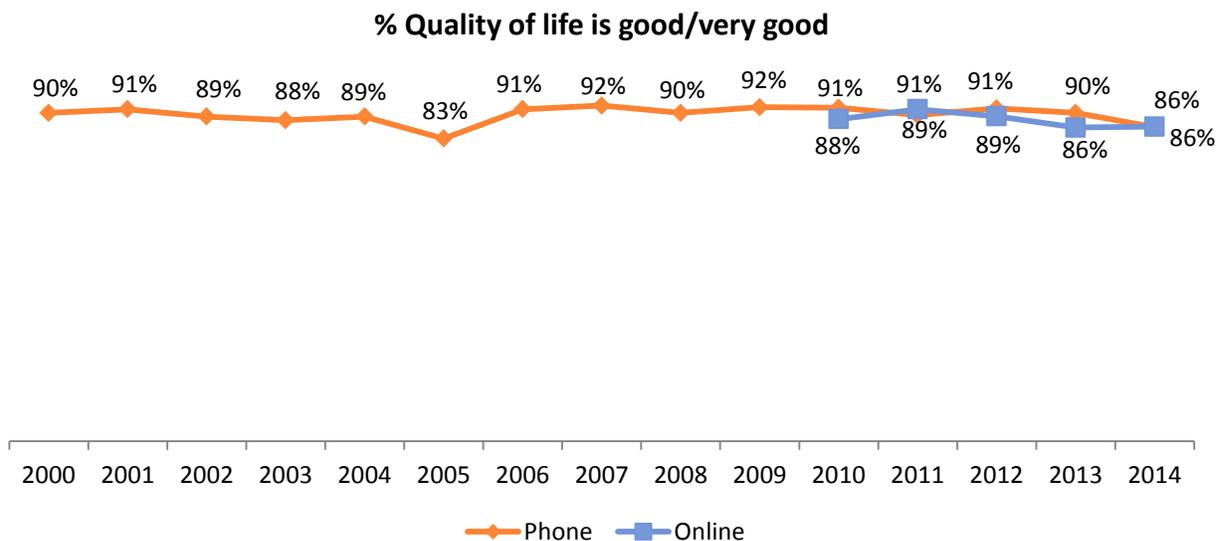
Perceptions of quality of life in Saskatoon are positive. Fully 86% of online and telephone respondents believe that the quality of life in the city is good or very good. Roughly one in ten rates the quality of life in Saskatoon as fair, and few rate it as poor or very poor.



1. Overall, how would you rate the quality of life in Saskatoon? Base: All respondents excluding “unsure/don’t know,” phone: n=496, online: n=801.

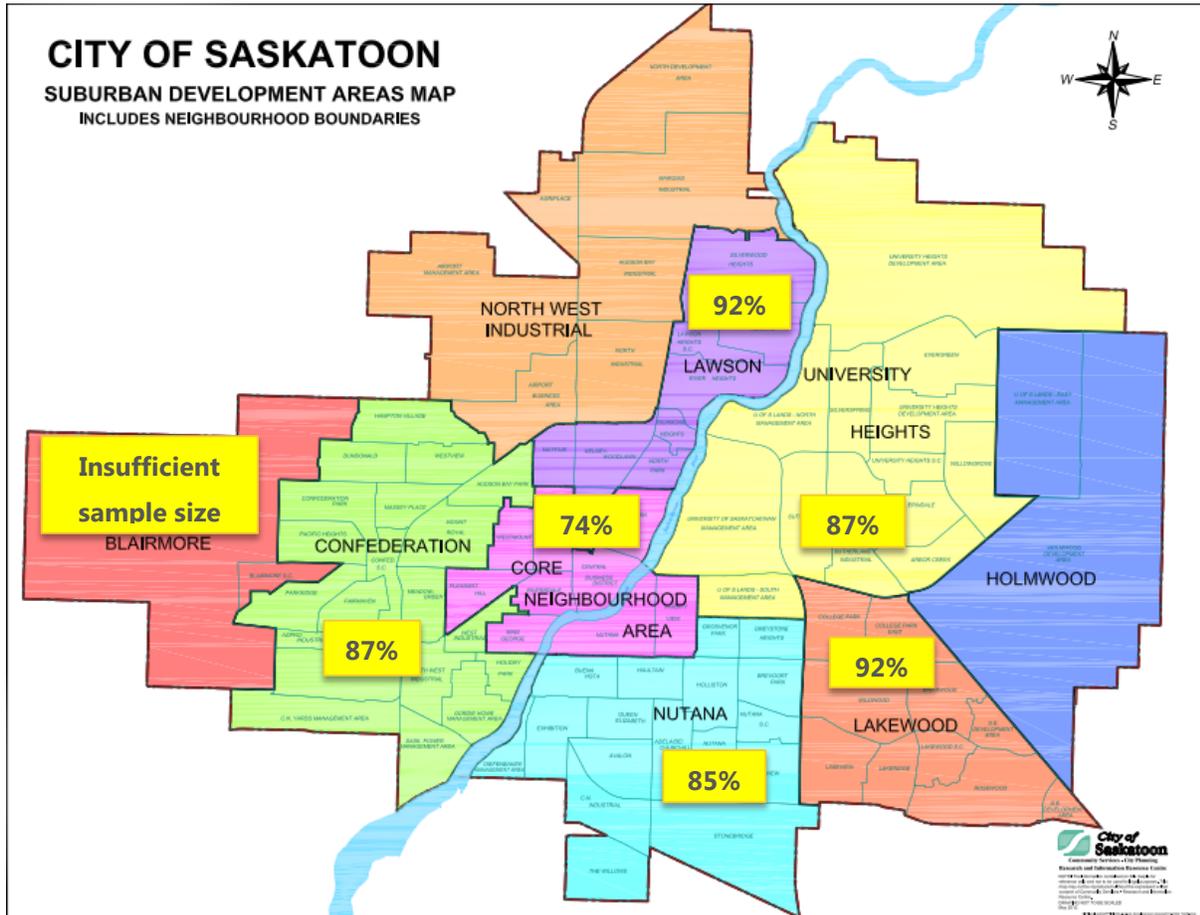
Trended Perception Quality of Life

Perceptions of the quality of life in Saskatoon remain relatively steady with previous years. However, a slight decline from last year is noted among telephone respondents (down four percentage points) while perceptions among online respondents stay the same as last year.



Perceived Quality of Life by SDA (online respondents only)

Quality of life impressions are highest in Lakewood and Lawson (92% rate it as good or very good) and lowest in the Core SDA (74% rate it as good or very good), although the differences are not statistically significant.



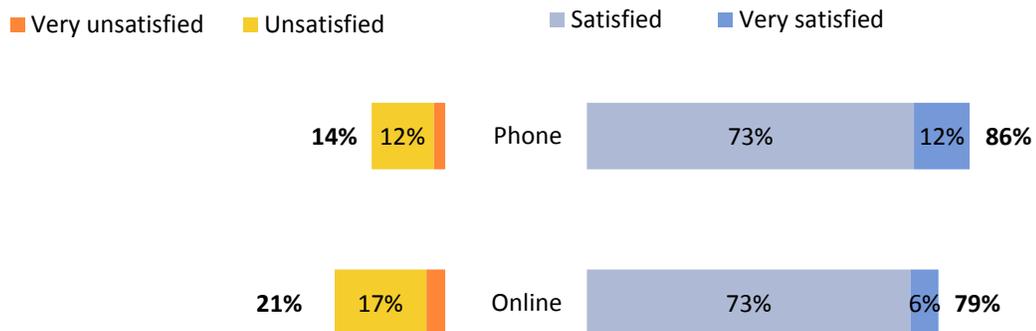
Perceived Quality of Life by Home Ownership (online respondents only)

When comparing citizens who own their homes with those who rent their homes, the former tend to have more positive impressions of the quality of life in the City than the latter. This trend has been noted in previous years.



Overall Satisfaction

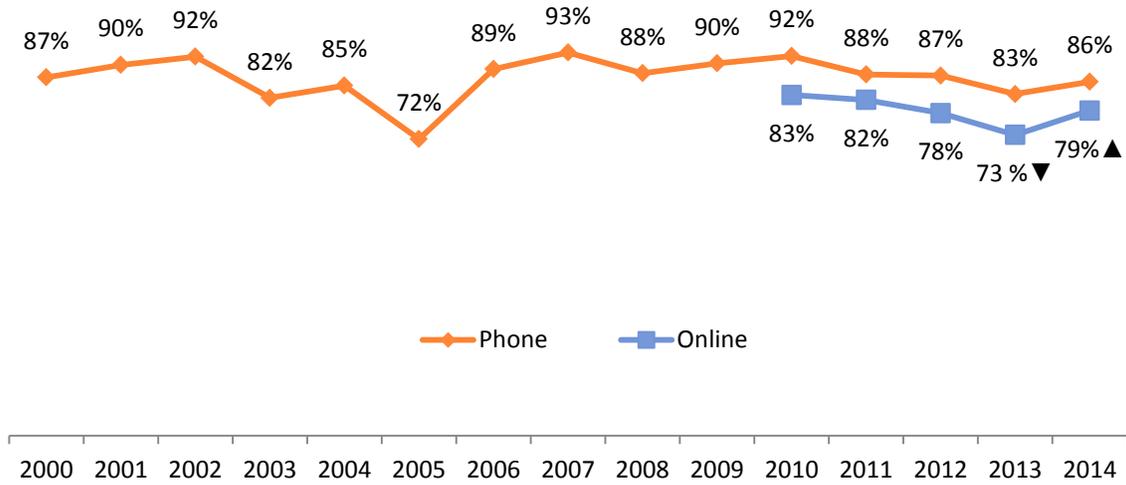
Overall satisfaction with the level of civic services provided by the City of Saskatoon is strong. Specifically, 86% of telephone respondents and 79% of online respondents report they are satisfied or very satisfied with the level of services provided.



6. Generally speaking, how satisfied are you with the overall level of services provided by the City of Saskatoon?
Base: All respondents excluding “unsure/don’t know,” phone: n=497, online: n=801.

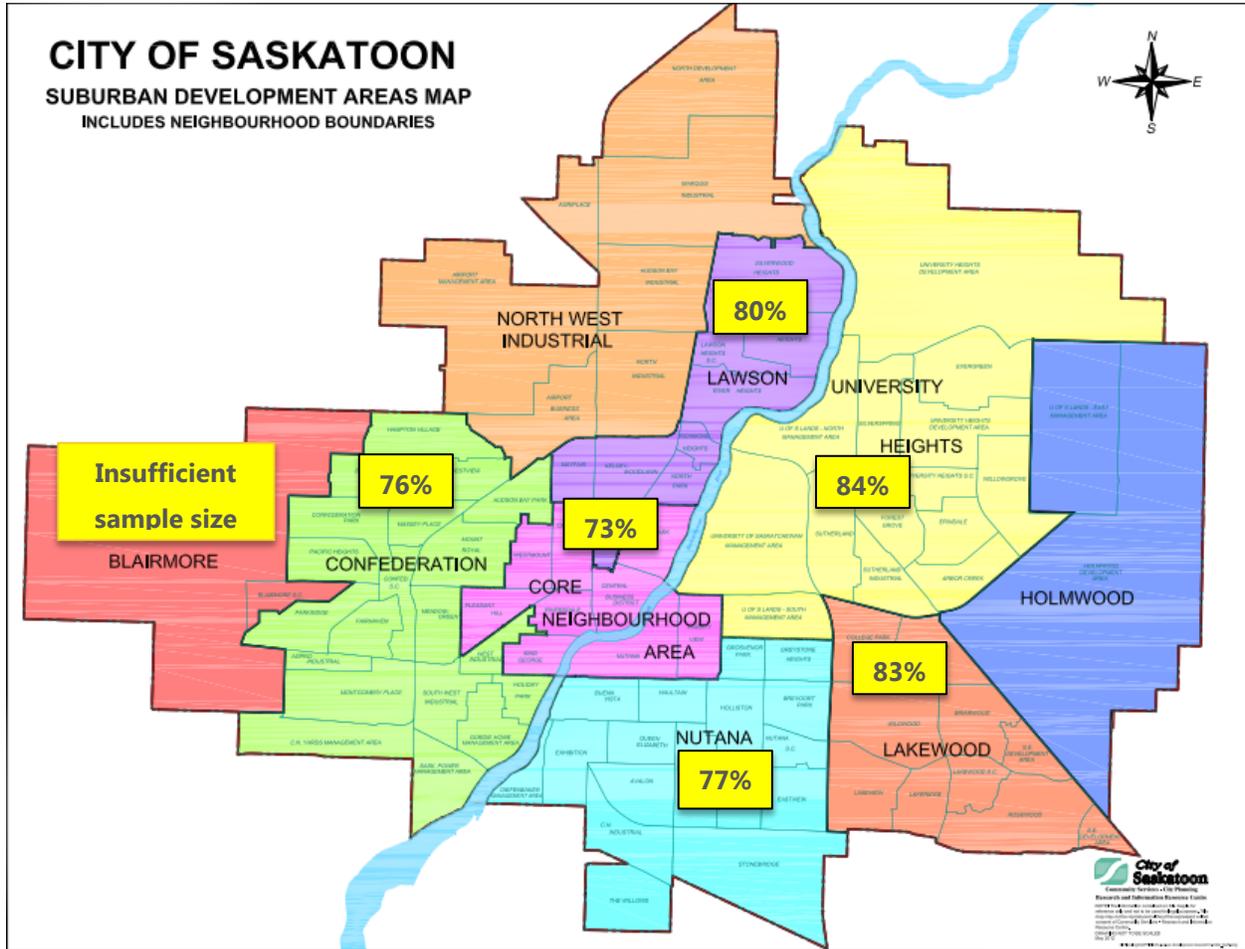
Trended Overall Satisfaction

Overall satisfaction with the level of civic services provided by the City of Saskatoon has risen slightly among telephone respondents but has increased notably among online respondents.



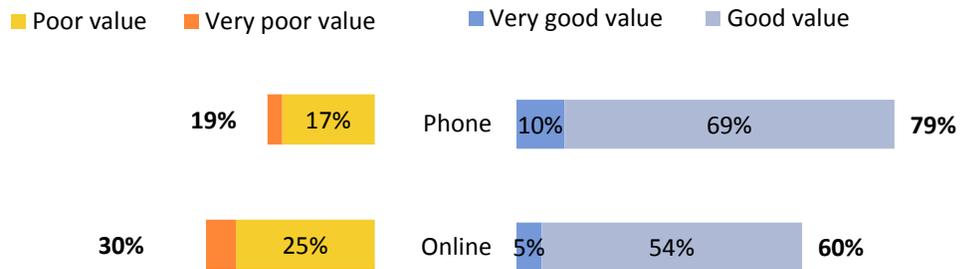
Overall Satisfaction SDA (online respondents only)

Overall satisfaction is highest among those living in University Heights (84% satisfied or very satisfied) and Lakewood (83%) and lowest in the Core SDA (73%), though the differences are not statistically significant.



Perceptions of Value of Civic Services

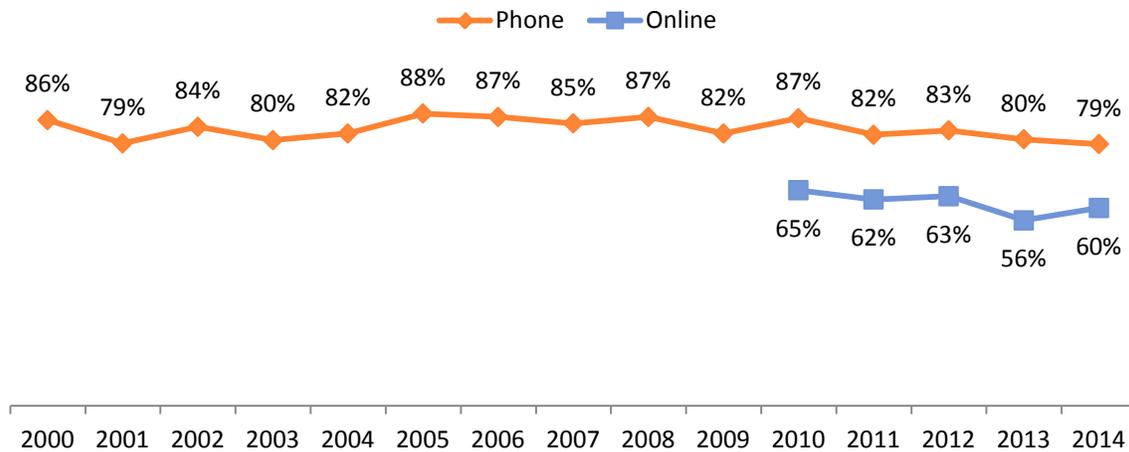
The majority of residents (79% telephone and 60% online) believe they receive civic services of good value for what they pay in property taxes. However, two in ten telephone respondents and three in ten online respondents feel the value of civic services they receive is poor.



8. About 52% of your property taxes go toward paying for civic services. The remaining 48% goes toward the school boards and library. Thinking now only about the programs and services you received from the City of Saskatoon, would you say that, overall you get... Base: All respondents, phone: n=500, online: n=801.

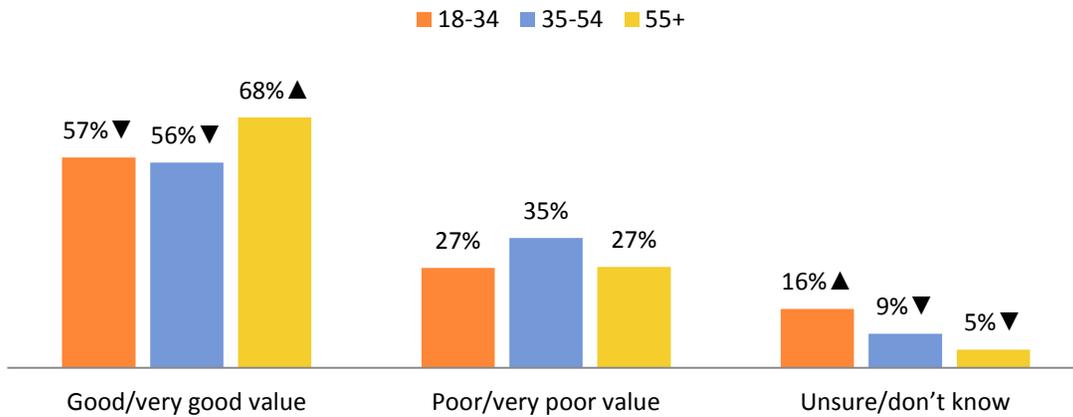
Trended Perceptions of Value of Civic Services

Perceptions of the value of civic services declined slightly from last year among telephone respondents (80% in 2013) but have improved slightly from last year among online respondents (56% in 2013).



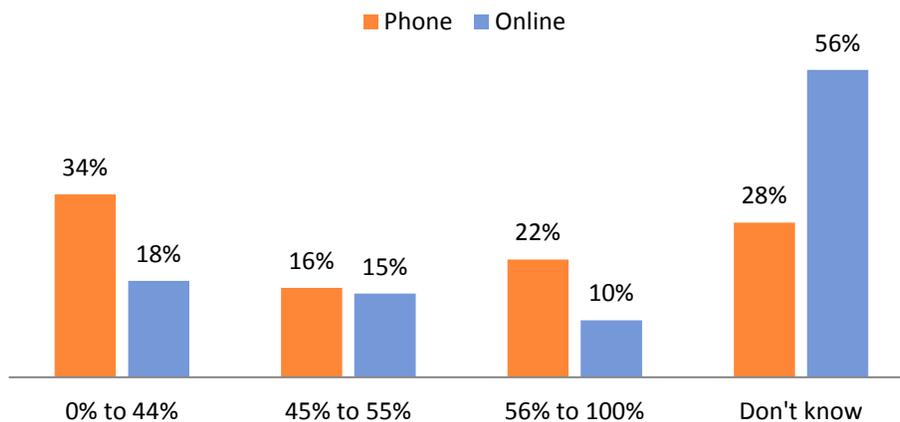
Perceptions of Value of Civic Services by Age (online respondents only)

Younger generations are less likely to perceive the value of civic services received as good or very good.



Knowledge of Property Taxes – Percentage Paid for Civic Services

Few citizens (16% telephone and 15% online) are able to identify precisely the proportion of their property taxes that goes to the City for civic services. Specifically, most online respondents are not sure of the proportion, while telephone respondents are more likely to underestimate the proportion. This finding is consistent with previous years.



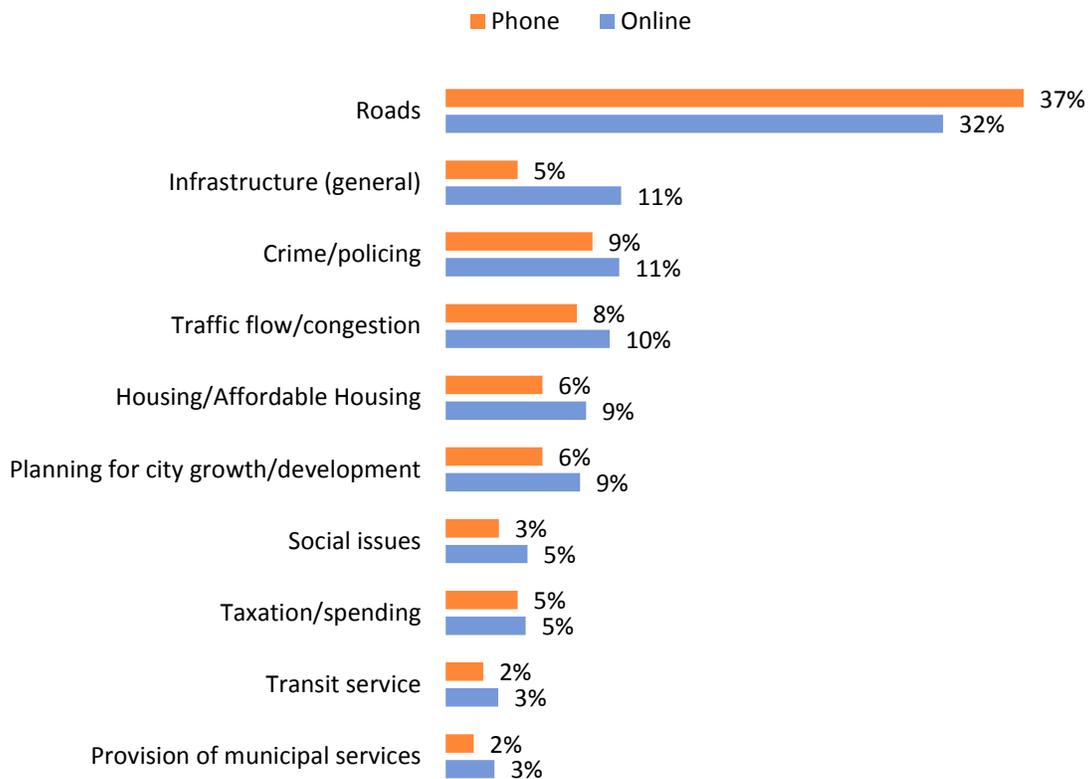
	Mean	Minimum	Maximum	Count
Online	46%	2%	100%	349
Phone	44%	1%	100%	358

7. What percentage of property taxes paid by property owners in Saskatoon do you believe goes to the City of Saskatoon to pay for civic services? Base: All respondents, phone: n=500, online: n=801.

IMPORTANT ISSUES FACING THE CITY

Primary Issues

When asked to name the most important issue facing the city, roads continue to remain the dominant issue (37% telephone and 32% online). Social issues, taxation/spending, transit service, and municipal services are least seen as the most important issue facing the city.



2. In your opinion, what is the single most important issue facing the City of Saskatoon, that is, the one issue you feel should receive the greatest attention? Base: All respondents, phone: n=500, online: n=801.

Tracking Primary Issues

While more citizens have identified crime/policing as a primary issue facing the city, fewer believe traffic flow and City planning are primary issues when compared to 2013.

Primary issues	2011 Phone	2012 Phone	2013 Phone	2014 Phone	Phone Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Online Difference from 2013
Roads	18%	24%	36 %	37%	1 %	23%	22%	31 %	32%	1 %
Traffic flow/congestion	8%	7%	13 %	8%	-5 %	11%	9%	15 %	10%	-4 %
Planning for city growth/development	3%	8%	11 %	6%	-4 %	9%	9%	13 %	9%	-5 %
Infrastructure (general)	16%	17%	5 %	5%	0 %	13%	19%	9 %	11%	3 %
Crime/policing	12%	8%	4 %	9%	5 %	12%	10%	8 %	11%	3 %
Taxation/spending	4%	6%	4 %	5%	0 %	6%	7%	6 %	5%	-1 %
Housing/Affordable Housing	10%	7%	4 %	6%	3 %	11%	10%	9 %	9%	0 %
Social issues	2%	4%	3 %	3%	0 %	6%	3%	5 %	5%	0 %

Primary and Secondary Issues

When asked to list all important issues facing the city, crime and policing, traffic flow, affordable housing, and infrastructure in general emerge, in addition to roads.

Phone respondents	■ Primary issue ■ Secondary issue	Online respondents
54% ■ 17% ■ 37%	Roads	■ 32% ■ 19% 51%
16% ■ 9% ■	Crime/policing	■ ■ 25%
11% ■ ■	Traffic flow/congestion	■ ■ 17%
8% ■ ■	Housing/affordable Housing	■ ■ 16%
5% ■ ■	Infrastructure (general)	■ ■ 16%
10% ■ ■	Taxation/spending	■ ■ 15%
8% ■ ■	Planning for city growth/development	■ ■ 15%
5% ■ ■	Social issues	■ ■ 12%
7% ■ ■	Transit service	■ ■ 11%
5% ■ ■	Provision of municipal services	■ ■ 9%
1% ■ ■	Environment/pollution	■ ■ 4%
4% ■ ■	Education	■ ■ 4%

2. In your opinion, what is the single most important issue facing the City of Saskatoon, that is, the one issue you feel should receive the greatest attention?

3. Is there any other issue, which you feel is also important, and should receive priority attention?

Base: All respondents, phone: n=500, online: n=801.

SPECIFIC CIVIC SERVICES – IMPORTANCE & SATISFACTION

Saskatoon residents were asked to rate the importance of a wide range of civic services offered by the City as well as the City’s performance of delivering these services. A ten-point scale is used where one means not at all important or very poor performance (in the case of rating the City’s performance) and ten means very important or excellent performance (in the case of rating the City’s performance). For the ease of presentation, these services have been grouped into the following categories.

Transportation & Utility Services
❖ Maintenance of major roadways and freeways
❖ Snow and ice road maintenance
❖ Traffic management
❖ Street maintenance in your neighborhood
❖ Sidewalk maintenance in your neighborhood
❖ Parking
❖ Public transportation
❖ Maintenance of back lanes
❖ Repair of water main breaks
❖ Quality of drinking water
❖ Treatment of sewage
❖ Electrical services reliability

❖ Golf courses
❖ Mosquito control
❖ Maintenance of City parks
❖ Maintenance of City trees
❖ Accessibility of City parks
❖ Funding for community-based organizations
❖ Funding for arts and cultural groups
❖ Bylaw enforcement
❖ Control of dangerous and nuisance animals

Waste Management
❖ Garbage collection
❖ Recycling
❖ Landfill services

Community Services
❖ Planning for growth and development
❖ Affordable housing
❖ Indoor pools/community centres
❖ Outdoor swimming pools
❖ Ice rinks

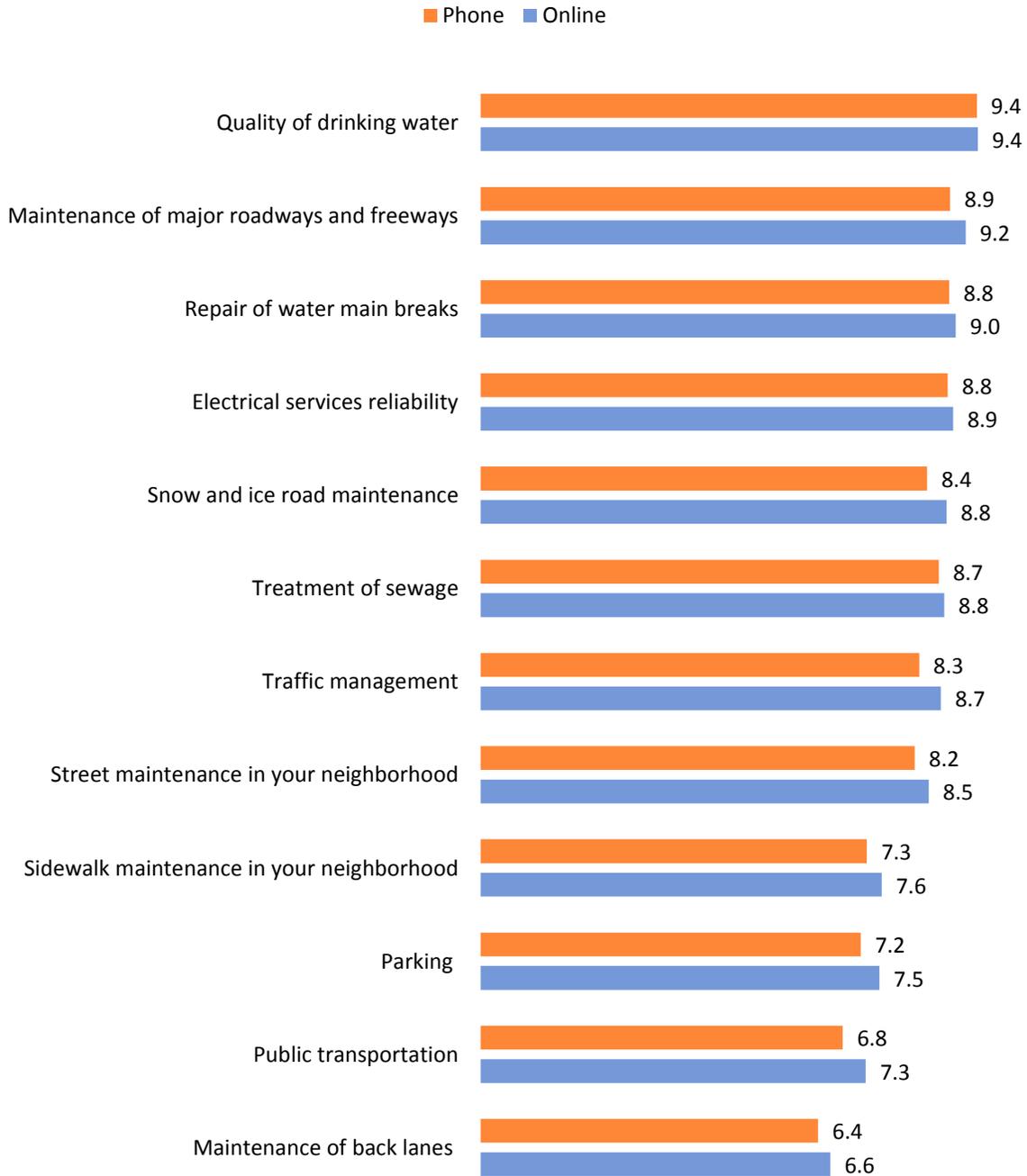
Other
❖ Fire protection
❖ Police services
❖ Customer service
❖ Online services

The civic services that residents deem most important include the following:

- Road maintenance
- Repair of water main breaks
- Snow and ice maintenance
- Traffic management
- Planning for growth and development
- Quality of drinking water
- Fire protection
- Treatment of sewage
- Police services

Importance of Transportation & Utility Services

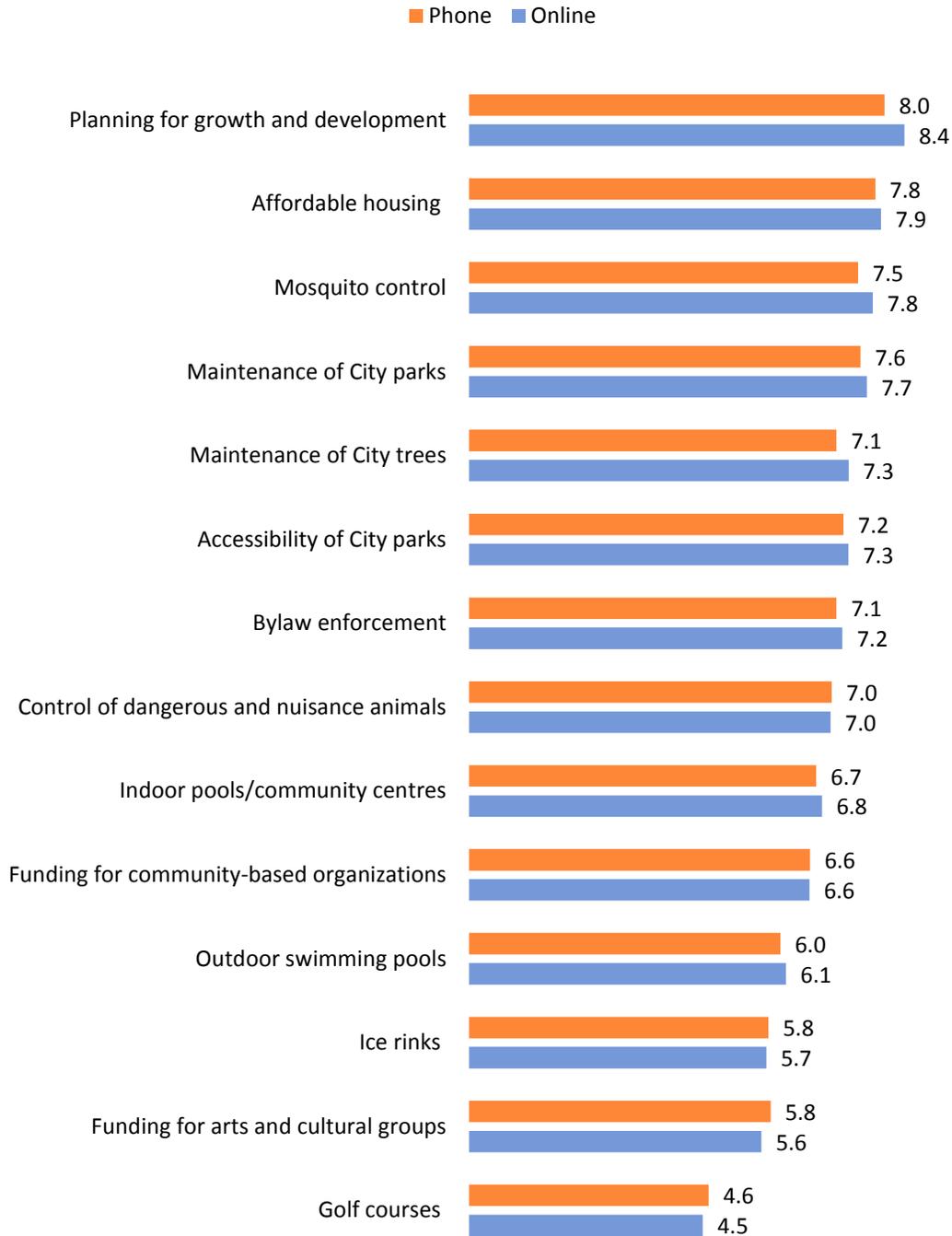
Most transportation and utility services are deemed as very important. Sidewalk maintenance, parking, public transportation, and back lanes maintenance are perceived as comparatively less important.



4. Please rate how important each of the following services are to you personally. Base: All respondents excluding "don't know," phone: n=478 to 500, online, n=788 to 800.

Importance of Community Services

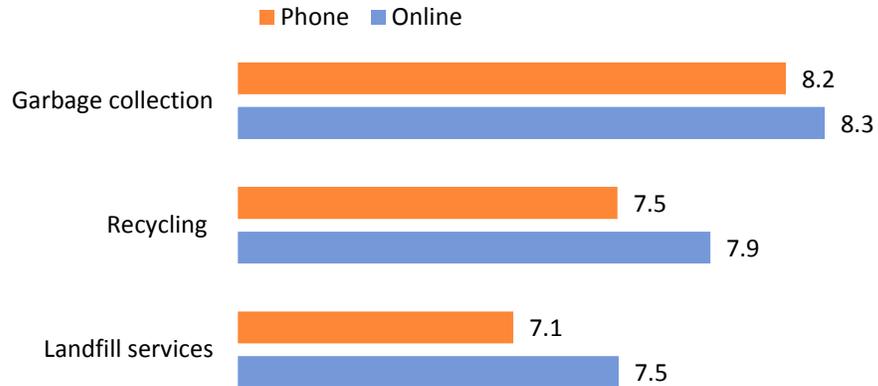
Planning for growth and development is deemed to be the most important community service while leisure services are comparatively less important to citizens.



4. Please rate how important each of the following services are to you personally. Base: All respondents excluding "don't know," phone: n=478 to 500, online, n=788 to 800.

Importance of Waste Management

Garbage collection is seen to be more important than recycling and landfill services.

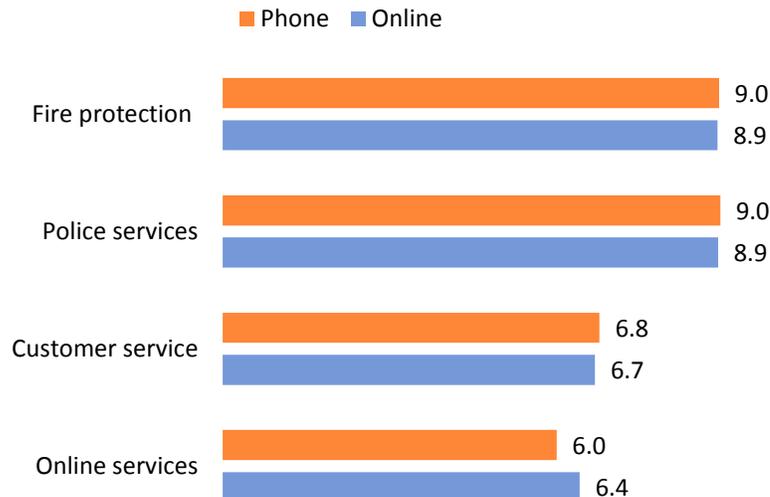


4. Please rate how important each of the following services are to you personally. Base: All respondents excluding “don’t know,” phone: n=478 to 500, online, n=788 to 800.

*Results for electrical services reliability exclude respondents whose electricity provider is SaskPower.

Importance of Other Services

Among the remaining civic services presented to citizens, fire protection and police services are perceived to be the most important.



4. Please rate how important each of the following services are to you personally. Base: All respondents excluding “don’t know,” phone: n=478 to 500, online, n=788 to 800.

Tracking Importance of Services

The perceived importance of specific civic services remains consistent except for funding for community-based organizations, for which a notable decline in importance is observed. However, this may be due in part to a change in the wording for this civic service.

Transportation & Utility Services	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Maintenance of major roadways and freeways	8.9	9.0	9.0	8.9	-0.1	9.1	9.1	9.2	9.2	0.0
Snow and ice road maintenance*	8.3	8.3	8.5	8.4	-0.1	8.8	8.6	8.8	8.8	0.0
Traffic management	8.1	8.4	8.4	8.3	-0.1	8.7	8.8	8.8	8.7	-0.1
Street maintenance in your neighborhood	8.2	8.3	8.3	8.2	-0.1	8.5	8.5	8.5	8.5	-0.1
Sidewalk maintenance in your neighborhood	7.1	7.0	7.1	7.3	0.2	7.7	7.6	7.6	7.6	0.0
Parking	-	-	7.0	7.2	0.2	-	-	7.5	7.5	0.1
Public transportation	7.0	7.1	7.0	6.8	-0.2	7.4	7.3	7.5	7.3	-0.3
Maintenance of back lanes	6.4	6.1	6.1	6.4	0.3	6.5	6.4	6.6	6.6	0.0
Repair of water main breaks	8.7	8.9	8.8	8.8	0.1	8.9	9.0	9.1	9.0	-0.1
Quality of drinking water	9.2	9.4	9.4	9.4	0.0	9.4	9.5	9.5	9.4	-0.1
Treatment of sewage	8.5	8.7	8.7	8.7	-0.1	8.7	8.8	8.9	8.8	-0.1
Electrical services reliability**	8.4	8.6	8.6	8.8	0.2	8.8	8.8	8.9	8.9	0.0

* Option was changed from “snow removal.”

** Results exclude respondents whose electricity provider is SaskPower.

Community Services	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Planning for growth and development*	8.0	8.2	8.4	8.0	-0.3	8.5	8.5	8.6	8.4	-0.2
Affordable housing**	-	-	-	7.8	-	-	-	-	7.9	-
Indoor pools/community centres	6.8	7.0	6.9	6.7	-0.2	7.0	6.9	7.0	6.8	-0.2
Outdoor swimming pools	6.2	6.2	6.2	6.0	-0.2	6.1	6.2	6.4	6.1	-0.2
Ice rinks	5.9	6.0	5.9	5.8	-0.1	5.8	5.7	5.8	5.7	0.0
Golf courses	4.7	4.6	4.7	4.6	-0.1	4.6	4.5	4.6	4.5	-0.1
Mosquito control	7.5	7.4	7.5	7.5	0.0	7.9	7.8	7.9	7.8	-0.1
Maintenance of City parks	7.5	7.6	7.5	7.6	0.0	7.8	7.7	7.8	7.7	-0.1
Maintenance of City trees	7.0	7.0	6.9	7.1	0.1	7.4	7.3	7.4	7.3	0.0
Accessibility of City parks	7.2	7.3	7.2	7.2	0.0	7.6	7.4	7.4	7.3	-0.1
Funding for community-based organizations***	7.7	7.7	7.5	6.6	-0.9	7.5	7.4	7.4	6.6	-0.8
Funding for arts and cultural groups	5.9	5.9	5.9	5.8	-0.1	6.0	5.9	5.8	5.6	-0.2
Bylaw enforcement	7.0	6.9	7.0	7.1	0.1	7.3	7.2	7.3	7.2	0.0
Control of dangerous and nuisance animals	6.9	7.0	6.9	7.0	0.1	7.1	7.0	7.0	7.0	-0.1

* Option was changed from “planning and development of the city.”

** Option was added in 2014.

*** Option was changed from “funding for community service organizations that help people in need.”

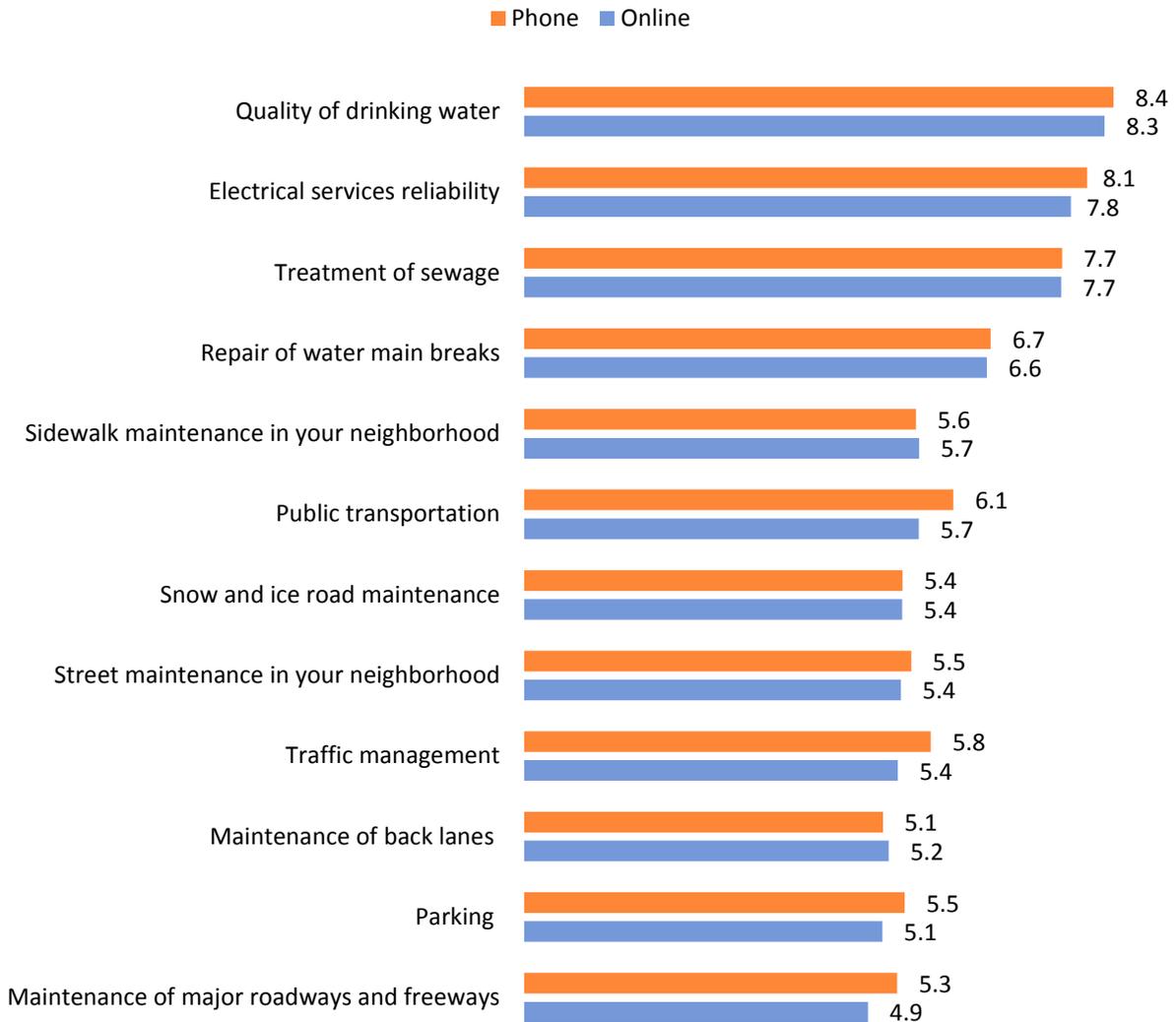
Waste Management	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Garbage Collection	-	8.4	8.2	8.2	0.0	-	8.3	8.5	8.3	-0.1
Recycling*	7.6	7.6	7.6	7.5	0.0	7.7	7.6	7.8	7.9	0.1
Landfill services	7.2	7.2	7.2	7.1	-0.1	7.5	7.5	7.6	7.5	-0.1

* Option was changed from “recycling initiatives.”

Other	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Fire protection	8.9	9.1	9.1	9.0	-0.1	9.1	9.0	9.1	8.9	-0.1
Police services	8.8	9.0	9.0	9.0	0.0	9.1	9.0	9.0	8.9	0.0
Customer service	6.7	6.8	6.7	6.8	0.1	6.7	6.8	6.8	6.7	-0.1
Online services	-	-	5.8	6.0	0.2	-	-	6.4	6.4	0.1

Satisfaction with Transportation & Utility Services

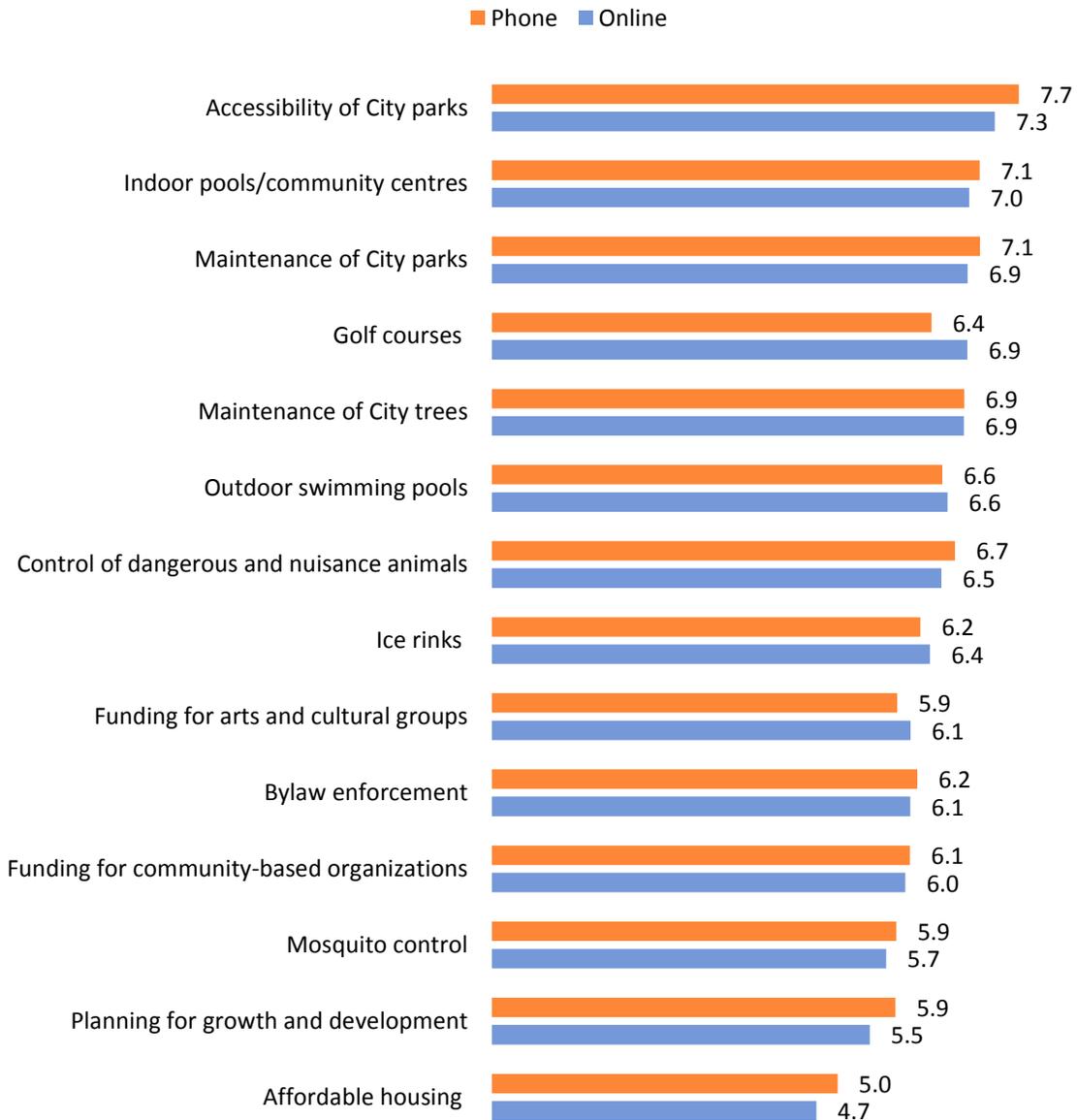
As previously mentioned, residents were also asked to rate the City's performance on a ten-point scale in delivering civic services. Quality of drinking water, electrical services reliability, and sewage treatment are transportation and utility services with which citizens are most satisfied. However, satisfaction with other services is comparably lower.



5. Please rate how well the City of Saskatoon is doing in delivering each of these services. Base: All respondents excluding "don't know," phone: n=366 to 500, online, n=438 to 788.

Satisfaction with Community Services

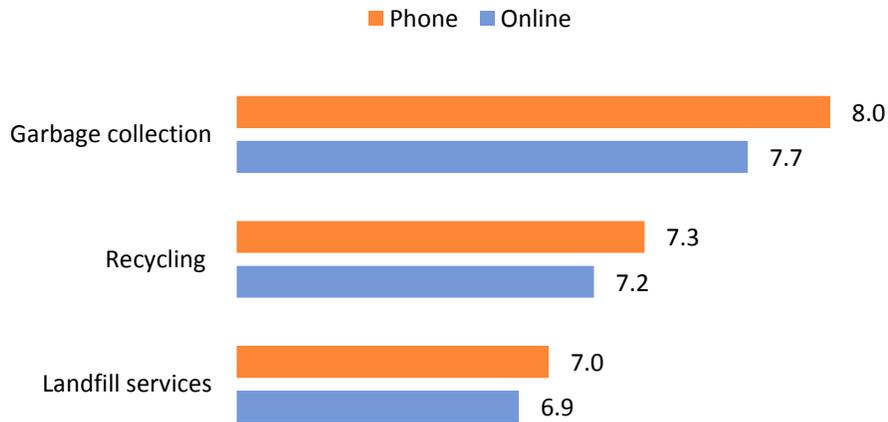
Satisfaction with green spaces and leisure services is moderately high. Satisfaction with affordable housing is the lowest among all community services measured.



5. Please rate how well the City of Saskatoon is doing in delivering each of these services. Base: All respondents excluding “don’t know,” phone: n=366 to 500, online, n=438 to 788.

Satisfaction with Waste Management

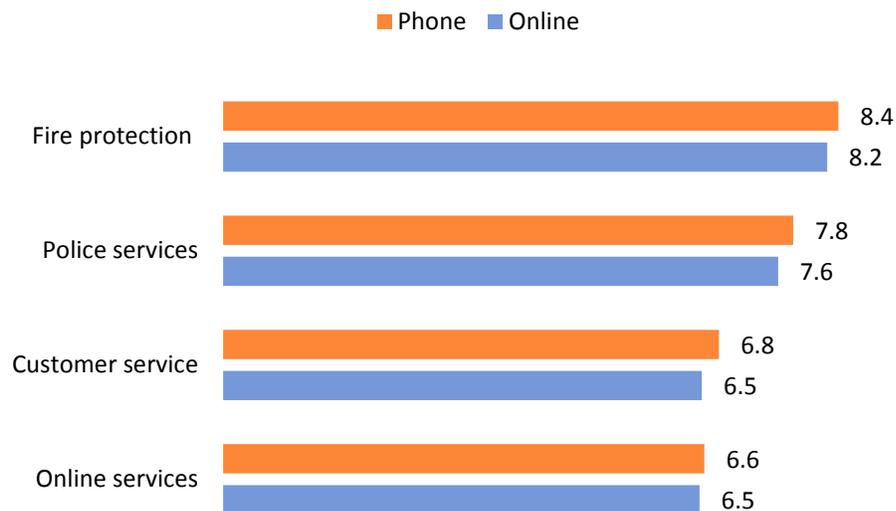
Satisfaction with garbage collection, the waste management service that is perceived as most important, is high.



5. Please rate how well the City of Saskatoon is doing in delivering each of these services. Base: All respondents excluding "don't know," phone: n=366 to 500, online, n=438 to 788.

Satisfaction with Other Services

Satisfaction with fire protection is very high. However, satisfaction with the remaining civic services asked of citizens is moderate.



5. Please rate how well the City of Saskatoon is doing in delivering each of these services. Base: All respondents excluding "don't know," phone: n=366 to 500, online, n=438 to 788.

Tracking Satisfaction with Civic Services

Satisfaction has improved or remains consistent from 2013 for most transportation and utility services except for the repair of water main breaks which has declined from 2013. There is a notable increase in satisfaction with snow and ice road maintenance in 2014 when compared to the results from 2013.

Transportation & Utility Services	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Maintenance of major roadways and freeways	5.0	5.4	5.1	5.3	0.3	4.9	4.9	4.6	4.9	0.3
Snow and ice road maintenance*	5.5	5.9	4.7	5.4	0.7	5.4	5.8	4.4	5.4	1.0
Traffic management	5.5	5.7	5.3	5.8	0.5	5.2	5.2	4.9	5.4	0.5
Sidewalk maintenance in your neighborhood	5.9	6.0	5.8	5.6	-0.1	5.6	5.7	5.4	5.7	0.3
Street maintenance in your neighborhood	5.4	5.6	5.4	5.5	0.2	5.2	5.4	5.1	5.4	0.3
Parking	-	-	5.4	5.5	0.0	-	-	5.2	5.1	-0.1
Public transportation	6.2	6.3	6.2	6.1	0.0	5.8	5.7	5.6	5.7	0.1
Maintenance of back lanes	5.2	5.3	5.3	5.1	-0.1	5.2	5.2	5.0	5.2	0.2
Repair of water main breaks	7.1	7.5	7.2	6.7	-0.5	7.0	7.2	6.9	6.6	-0.3
Quality of drinking water	8.4	8.6	8.4	8.4	0.0	8.6	8.5	8.4	8.3	0.0
Treatment of sewage	7.5	8.0	7.8	7.7	-0.1	7.8	7.8	7.8	7.7	-0.2
Electrical services reliability**	8.0	8.0	8.4	8.1	-0.3	8.3	7.8	8.2	7.8	-0.4

* Option was changed from “snow removal.”

** Results exclude respondents whose electricity provider is SaskPower.

Satisfaction with most community services has remained steady from 2013. Improved satisfaction with planning for growth and development is noted among community services offered by the City.

Community Service	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Planning for growth and development*	5.9	5.9	5.6	5.9	0.3	5.5	5.5	5.1	5.5	0.4
Affordable housing**	-	-	-	5.0	-	-	-	-	4.7	-
Indoor pools/community centres	7.3	7.3	7.2	7.1	-0.1	7.1	7.1	7.1	7.0	-0.1
Outdoor swimming pools	6.6	6.6	6.6	6.6	0.0	6.6	6.7	6.6	6.6	0.0
Ice rinks	6.6	6.4	6.3	6.2	-0.1	6.6	6.5	6.6	6.4	-0.2
Golf courses	6.7	6.5	6.7	6.4	-0.3	6.9	6.9	7.0	6.9	-0.1
Mosquito control	5.5	6.1	5.6	5.9	0.3	5.5	5.8	5.5	5.7	0.2
Maintenance of City parks	7.1	7.3	7.1	7.1	0.0	6.9	7.0	6.9	6.9	0.1
Maintenance of City trees	7.1	7.1	7.0	6.9	-0.1	6.9	7.0	6.8	6.9	0.1
Accessibility of City parks	7.6	7.7	7.5	7.7	0.1	7.4	7.3	7.2	7.3	0.1
Funding for community-based organizations***	6.1	6.1	6.1	6.1	0.0	6.1	6.0	6.0	6.0	0.0
Funding for arts and cultural groups	6.0	5.9	6.0	5.9	-0.1	6.0	6.0	6.1	6.1	0.0
Bylaw enforcement	6.4	6.3	6.2	6.2	0.0	6.3	6.3	6.1	6.1	0.0
Control of dangerous and nuisance animals	6.6	6.8	6.8	6.7	0.0	6.6	6.8	6.6	6.5	-0.1

* Option was changed from “planning and development of the city.”

** Option was added in 2014.

*** Option was changed from “funding for community service organizations that help people in need.”

Waste Management	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Garbage Collection	-	7.7	7.9	8.0	0.0	-	7.6	7.5	7.7	0.2
Landfill services	6.8	7.1	6.9	7.0	0.2	6.8	7.0	6.9	6.9	0.0
Recycling*	5.1	5.9	7.5	7.3	-0.1	4.9	5.7	7.1	7.2	0.1

* Option was changed from “recycling initiatives.”

Other	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Fire protection	8.4	8.5	8.5	8.4	-0.1	8.4	8.4	8.3	8.2	-0.1
Police services	7.5	7.6	7.8	7.8	0.0	7.5	7.5	7.5	7.6	0.1
Customer services	6.8	7.0	6.8	6.8	-0.1	6.5	6.6	6.4	6.5	0.1
Online services	-	-	6.6	6.6	-0.1	-	-	6.5	6.5	0.0

Mapping Importance and Satisfaction

In order to demonstrate areas of strength and weakness in the City's services offerings, a quadrant analysis was conducted. The set of civic services measured is mapped based on ratings of importance and the City's performance in delivery these services (satisfaction). The four quadrants are defined as follows:

Key Weaknesses (Top Left Quadrant)

Critical Weaknesses represent services believed to be of comparatively high importance, yet opinion on performance of such services is comparatively lower. As a result, these are top priority areas in which more effort could be placed to improve performance.

Latent Weaknesses (Bottom Left Quadrant)

Latent Weaknesses represent services believed to be comparatively lower in importance and, at the same time, have lower performance assessments. These issues should be monitored as, if importance in these areas increases, efforts may be required to improve performance.

Key Strengths (Top Right Quadrant)

Critical Strengths represent services with both high importance and high performance ratings. Continued strong performance in these areas is essential.

Latent Strengths (Bottom Right Quadrant)

Latent Strengths are areas where the population rate a high degree of performance with services, yet they do not see as much relative importance in these areas. Efforts in these areas could potentially be diverted to address critical weaknesses.

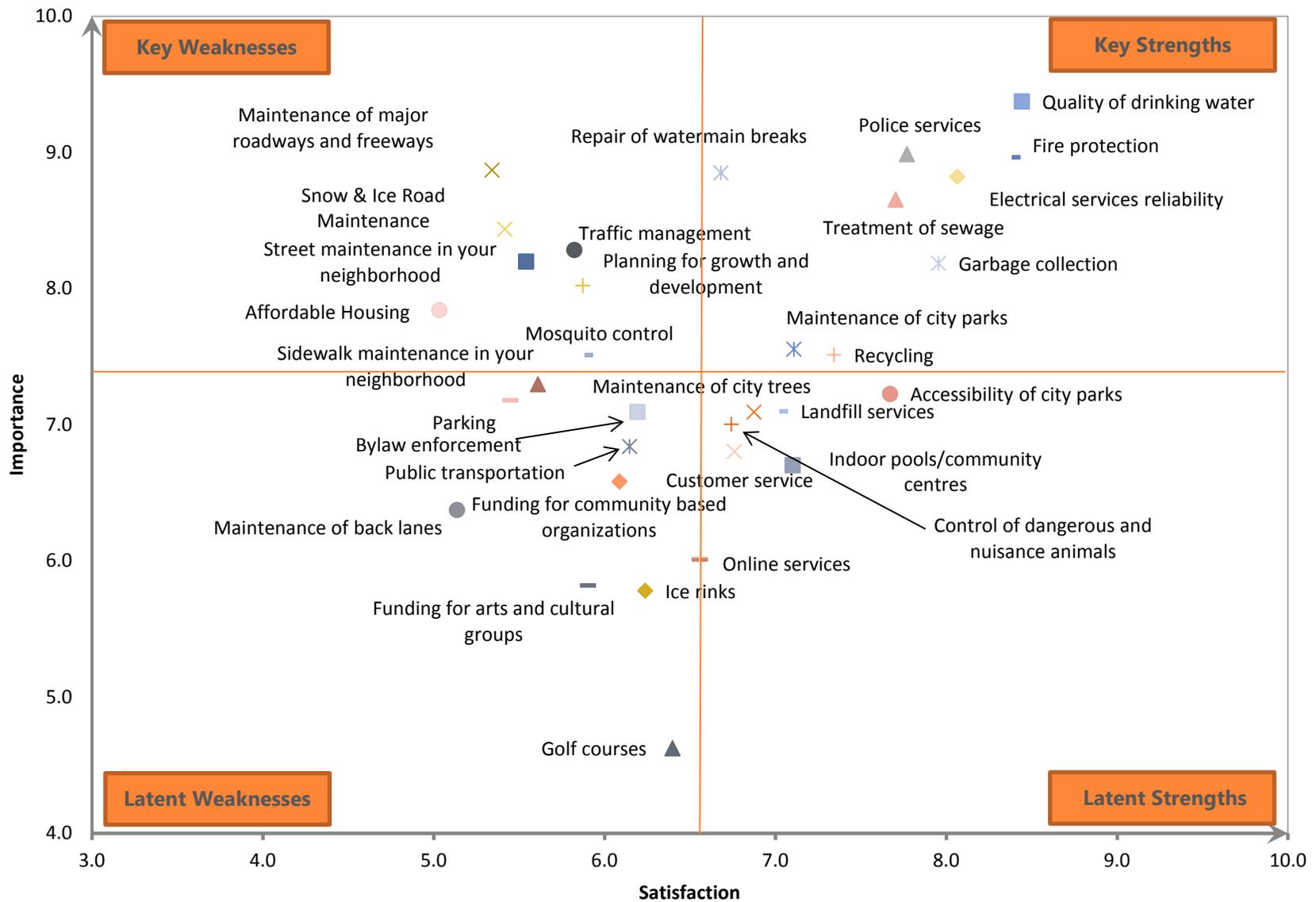
Two separate maps are presented to delineate results for the telephone and online surveys.

Summary of the quadrant analysis

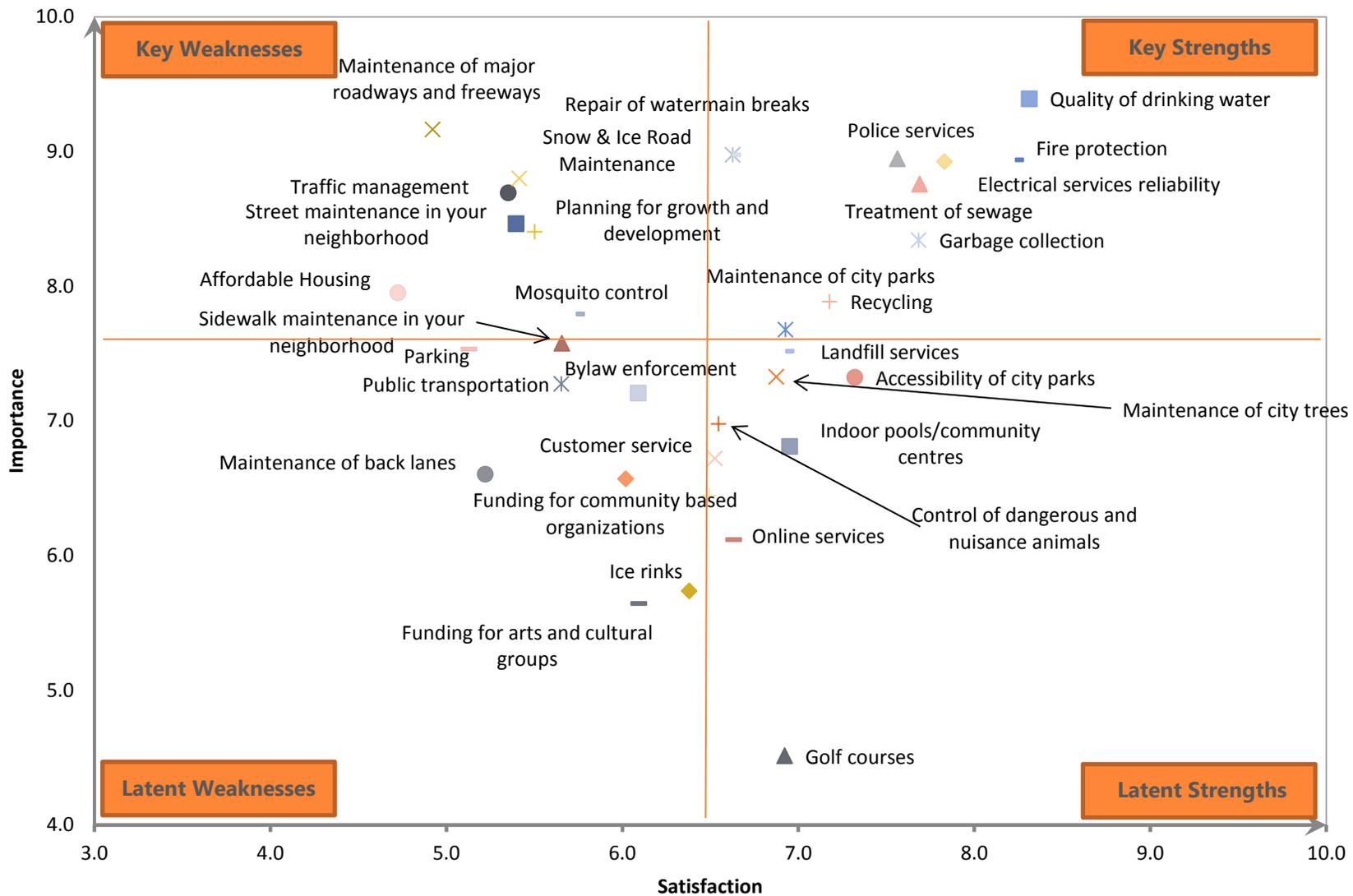
Key Strengths – Rated High in Importance and Satisfaction	
Quality of drinking water	Treatment of sewage
Fire protection	Garbage collection
Electrical services reliability	Police services
Recycling	Maintenance of City parks
Repair of water main breaks	

Key Weaknesses – Rated High in Importance but Low in Satisfaction	
Mosquito control	Traffic management
Planning for growth and development	Maintenance of major roadways and freeways
Street maintenance in your neighborhood	Snow and ice road maintenance
Affordable housing	

Phone Results



Online Results

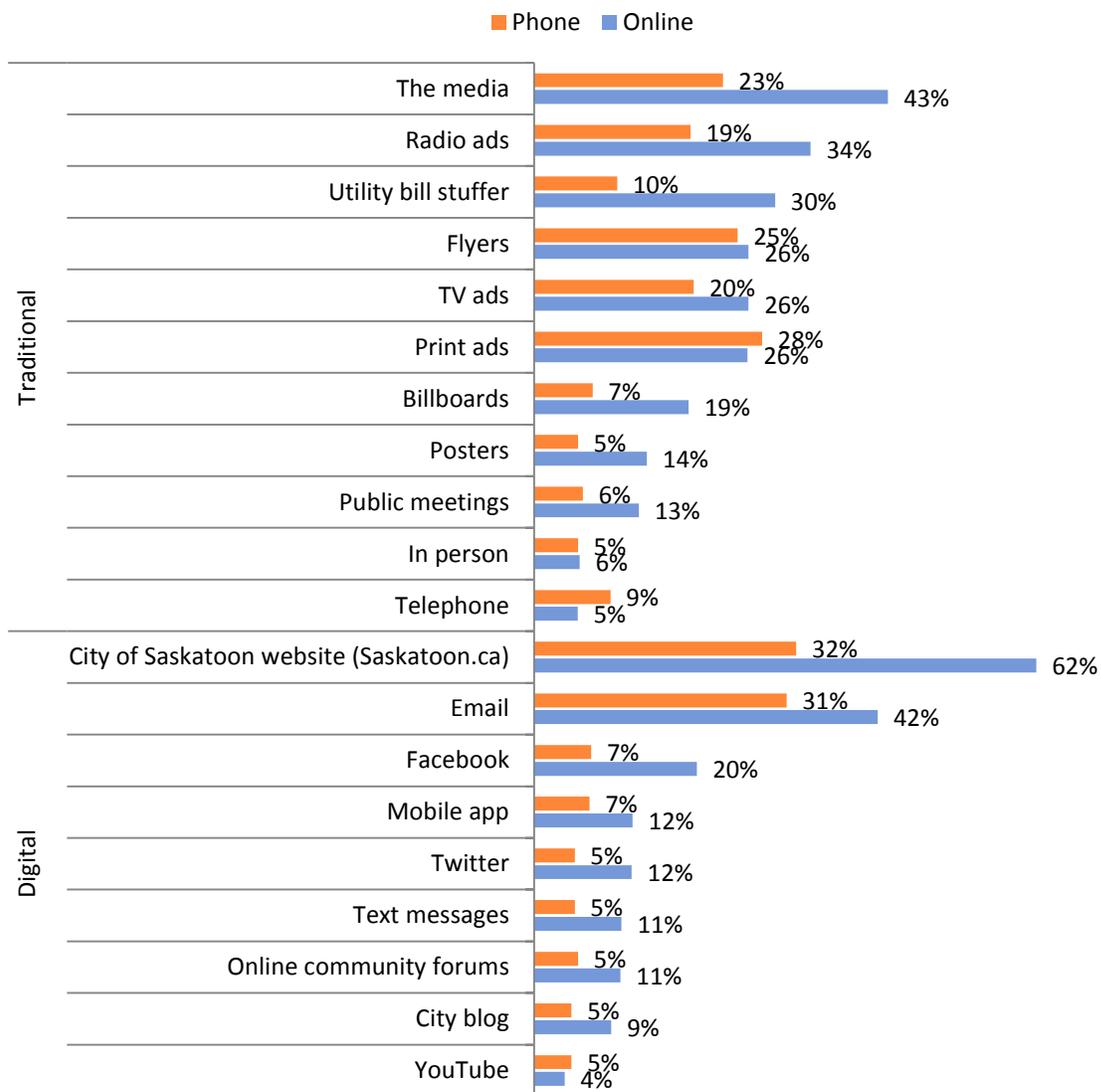


METHODS OF COMMUNICATION

Next, respondents were asked to comment on how they would most like to communicate with the City of Saskatoon and whether or not they access the City's digital communications channels.

Preferred Information Sources

Citizens prefer using a wide range of communication methods to receive information about programs and services offered by the City. Most commonly, the City's website and emails from the City are the preferred information sources for both telephone and online respondents. Flyers, TV ads, print ads, the media, and radio ads are also common preferences.

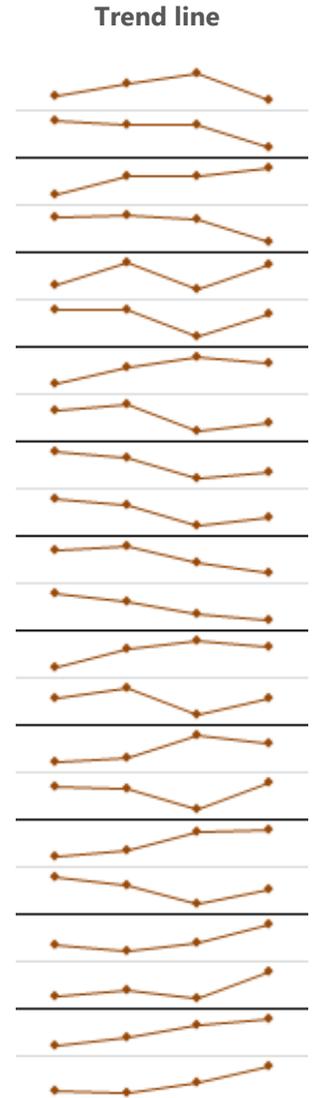


9. Changing topics slightly, how do you prefer to receive information about all types of City of Saskatoon programs and services? Base: All respondents, phone: n=500, online: n=801.

Trended Preferred Information Sources

Fewer people prefer receiving civic information via utility bill stuffers or flyers than in the past, whereas more citizens prefer to use digital channels such as emails and the City’s website to receive information about civic services.

Communication Method		Mode	2011	2012	2013	2014
Traditional	Utility bill stuffer	Phone	13%	21%	27%	10%
		Online	37%	35%	36%	30%
	The media	Phone	11%	19%	19%	23%
		Online	45%	45%	45%	43%
	Print ads	Phone	19%	29%	17%	28%
		Online	28%	27%	21%	26%
	Radio ads	Phone	15%	18%	20%	19%
		Online	37%	39%	32%	34%
	TV ads	Phone	22%	22%	19%	20%
		Online	31%	30%	24%	26%
	Flyers	Phone	40%	43%	32%	25%
		Online	36%	33%	29%	26%
	Billboards	Phone	4%	7%	9%	7%
		Online	19%	21%	15%	19%
	Posters	Phone	4%	4%	6%	5%
		Online	13%	12%	9%	14%
Public meetings	Phone	3%	4%	6%	6%	
	Online	15%	13%	11%	13%	
Digital*	Website	Phone	26%	24%	26%	32%
		Online	49%	52%	47%	62%
	Email	Phone	24%	26%	29%	31%
		Online	36%	36%	38%	42%



*Only items that can be tracked are included.

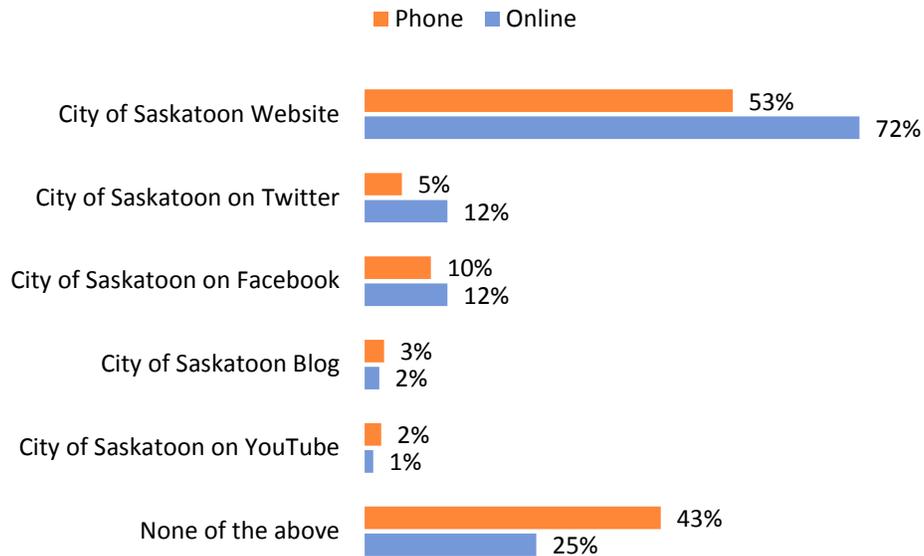
Preferred Information Sources by Age (online respondents only)

Preferred information sources differ by age range. Older respondents are more likely to prefer printed ads, utility bill stuffer, and flyers, as well as telephone communications, while younger citizens prefer a wide range of methods including social media and outdoor ads.

Communication Method		18-34	35-54	55+
Traditional	The media	45%	42%	44%
	Radio ads	41%▲	31%▲	29%▼
	Billboards	24%▲	23%▲	8%▼
	TV ads	23%	27%	30%
	Utility bill stuffer	21%▼	29%▼	41%▲
	Flyers	20%▼	26%	34%▲
	Posters	20%▲	13%	8%▼
	Print ads	19%▼	23%▼	39%▲
	Public meetings	10%	12%	18%
	In person	9%	4%	5%
	Telephone	3%▼	6%	7%▲
Digital	City of Saskatoon website (Saskatoon.ca)	66%▲	64%▲	54%▼
	Email	40%	41%	46%
	Facebook	33%	16%	10%
	Mobile app	21%▲	10%▲	5%▼
	Twitter	19%▲	13%▲	2%▼
	Text messages	14%	10%	8%
	Online community forums	13%	12%	7%
	City blog	13%▲	10%	5%▼
	YouTube	8%▲	3%▲	0%▼
Base (100%, n=)		270	304	227

Digital Media Engagement

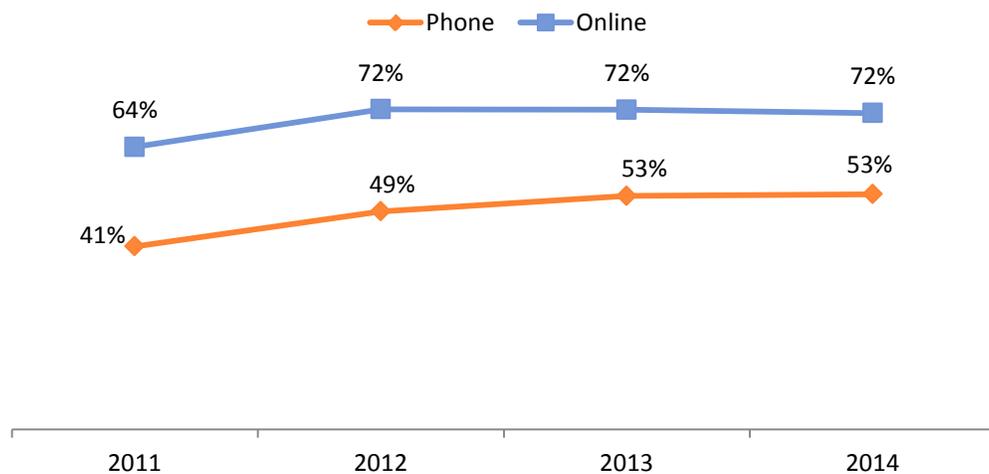
Seven in ten online respondents (72%) and one half (53%) of telephone respondents report that they have visited the City’s website at least once within the past six months. Visitation to the City’s social media sites (Facebook, Twitter, blogs and YouTube) within the same time period is minimal.



10. The City of Saskatoon website includes various social media tools to better communicate with citizens. This includes a blog, Twitter, Facebook, and YouTube. In the past six months, which of the following have you visited?
Base: All respondents, phone: n=500, online: n=801.

Trended Website Visitation

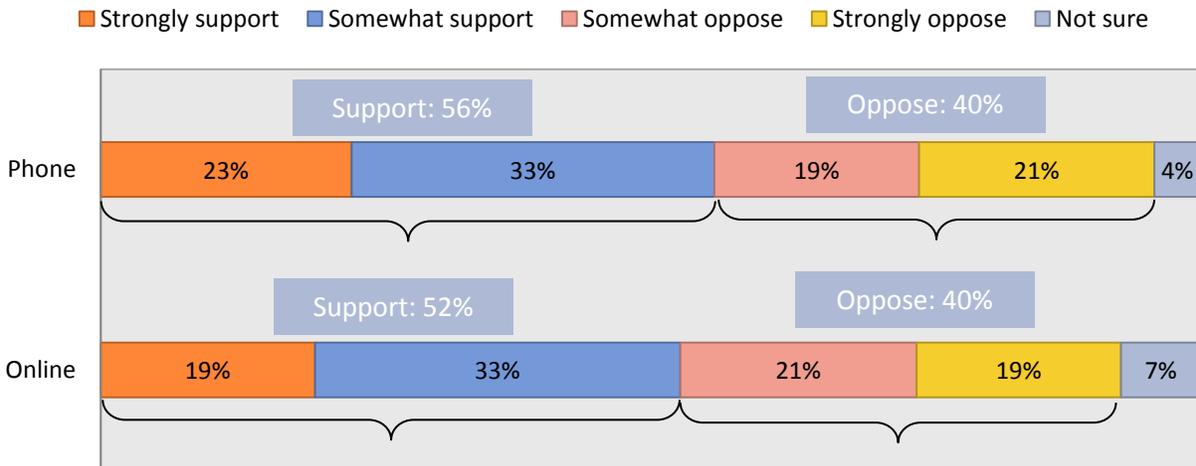
Visitation to the City of Saskatoon website remains consistent since 2012.



HOT TOPIC 2014

Support for Snow Removal on All Streets

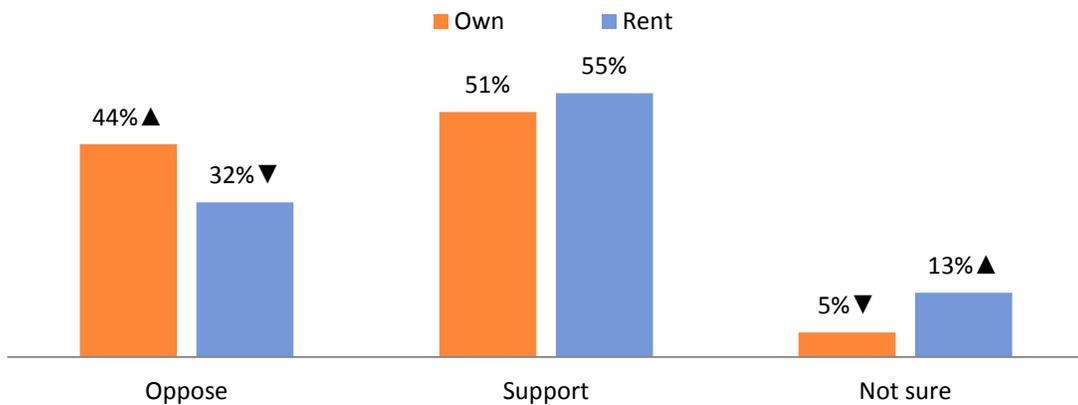
The hot topic for 2014 focused on asking citizens about their willingness to pay an additional \$8.00 per month to have snow removed from their streets after it has been ploughed to the side during the winter months. The findings illustrate that citizen opinions are divided. Just over one half supports paying for this service while four in ten oppose it.



12. Would you support or oppose paying more to have the snow removed from your street after it has been ploughed to the side. The cost would be approximately \$8.00 per month for the average home. Base: All respondents, phone: n=500, online: n=801.

Support for Snow Removal on All Streets by Home Ownership (online respondents only)

Those who own their home are more likely to oppose the snow removal option for an additional fee compared to those who rent their home.



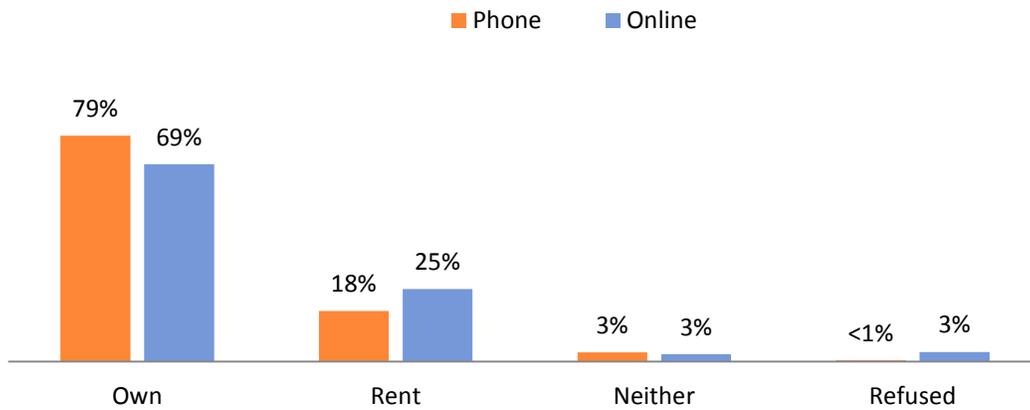
DEMOGRAPHICS

Age Range



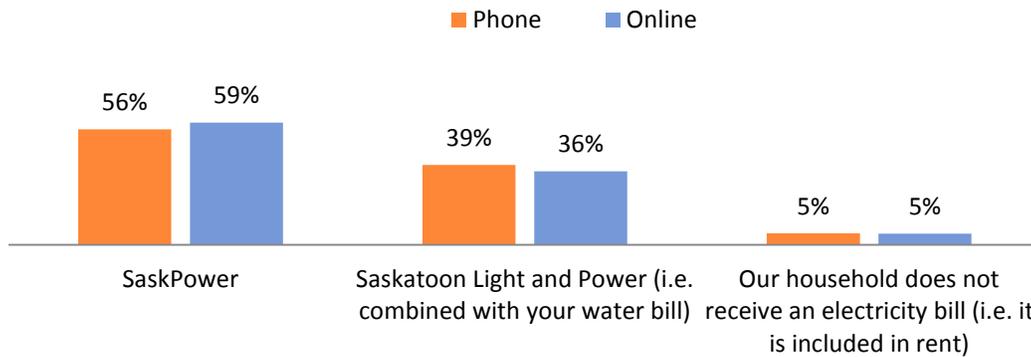
13. In which year were you born? Base: All respondents, phone: n=500, online: n=801.

Type of Household



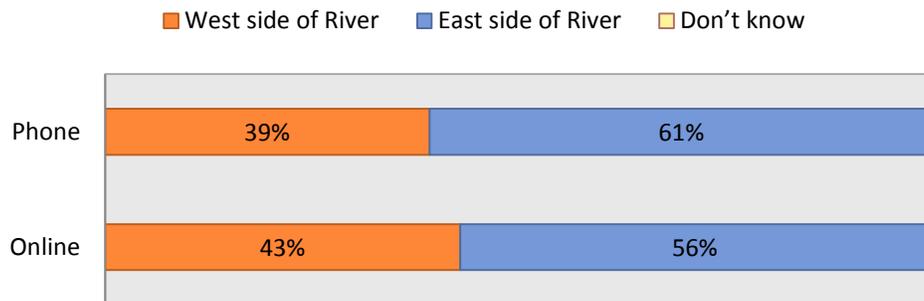
14. Do you rent or own your accommodations? Base: All respondents, phone: n=500, online: n=801.

Electricity Provider



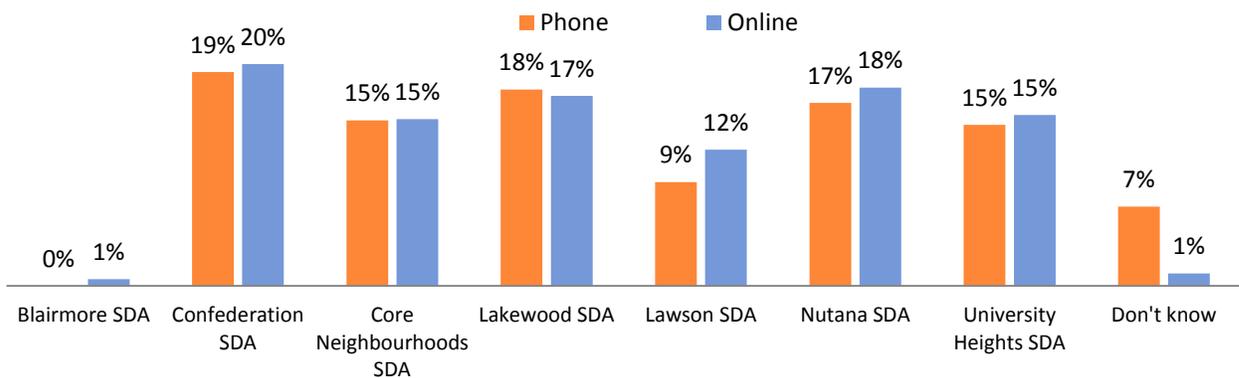
16. Who is your household's electricity provider – that is, who do you receive a bill for electricity services from?
Base: All respondents, phone: n=500, online: n=801.

Location of Residence



15. Do you live on the east side or the west side of the river? Base: All respondents, phone: n=500, online: n=801.

Suburban District Area (SDA)



15a. Into which of the following neighbourhoods in Saskatoon do you live? Base: All respondents, phone: n=500, online: n=801.

Suburban District Areas

Blairmore SDA

Blairmore Development Area
Blairmore S.C.
Kensington

Confederation SDA

Parkridge
Fairhaven
Confederation Park
Pacific Heights
Dundonald
Hampton Village
Massey Place
Montgomery Place
Westview
Mount Royal
Holiday Park
Meadowgreen
Confed S.C.
Hudson Bay Park
West Industrial

Core Neighbourhoods SDA

Nutana
Caswell Hill
City Park
Varsity View
Westmount
Central Business District
Pleasant Hill
King George
Riversdale

Lakewood SDA

Wildwood

Lakeview
Briarwood
College Park
Lakeridge
College Park East
Lakewood S.C.
Rosewood
S.E. Development Area 901

Holmwood SDA

U of S Lands - East Management Area 718
Holmwood Development Area 904

Lawson SDA

Lawson Heights S.C.
Silverwood Heights
Lawson Heights
Mayfair
River Heights
North Park
Kelsey Woodlawn
Richmond Heights

Nutana SDA

The Willows
Nutana S.C.
Buena Vista
Eastview
Nutana Park
Stonebridge
Holliston
Avalon
Haultain
Queen Elizabeth
Greystone Heights

Adelaide Churchill

Exhibition

Brevoort Park

Grosvenor Park

University Heights SDA

Forest Grove

Silverspring

Sutherland

Erindale

Arbor Creek

Willowgrove

University Heights S.C.

University of Saskatchewan Management Area

University Heights Development Area

Evergreen

U of S Lands – South Management Area

Communications Support to Councillors – Update (January 1, 2014 – July 31, 2014)

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide Executive Committee with an update on the usage of the allowance for Communications Support to Councillors.

Strategic Goal(s)

This report supports the strategic goal of Asset and Financial Sustainability.

Report

City Council, at its meeting held on June 10, 2013, approved the preliminary parameters and guidelines for communications support to Councillors, which included providing Executive Committee with usage updates.

In this regard, attached is a report update for the period January 1, 2014 to July 31, 2014.

Due Date for Follow-up and/or Project Completion

A further update will be provided to the Committee in October.

Public Notice

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

Attachment

1. Update as of July 31, 2014

Report Approval

Written and Approved by: Joanne Sproule, City Clerk

01-5500-102 SPECIAL SERVICES / COMMUNICATIONS ALLOWANCE as of July 31/14

Attachment 1

submitted to Executive Committee August 20, 2014

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance	Acct Balance
01-Jan		Opening Balance (\$10,000/Councillor/year)						\$ 100,000.00
CLARK, Charlie								
22-Apr	R528546	Parking Meeting Flyer - admail delivery	\$449.17	x	21.39	\$427.78		
13-May	R528551	Communications Work - website updates & database management	\$1,037.50	x		\$1,037.50		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
20-Jun	R532031	Tourism Leadership Celebration	\$65.00	x	3.10	\$61.90		
27-Jun	R532036	Ward 6 Update Postcard - design	\$164.00	x		\$164.00		
02-Jul	R532039	Communications Work - website updates & database management	\$575.00	x		\$575.00		
18-Jul	R534402	Ward 6 Update Postcard - printing	\$240.09		10.91	\$229.18		
							\$2,682.86	
DAVIES, Troy								
17-Mar	R528523	NSBA Business Builder Awards & Banquet	\$115.50	x	5.50	\$110.00		
04-Apr	R528538	Jeans & Jewels Gala (fundraiser for Children's Hospital Foundation)	\$450.00	x		\$450.00		
29-May	R532017	Junior Achievement Business Hall of Fame Awards Banquet	\$75.00	x		\$75.00		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
							\$822.50	
DONAUER, Randy								
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
03-Feb	R525874	Chef's Gala & Showcase (arts organizations fundraiser)	\$155.00	x		\$155.00		
04-Apr	R528531	Annual Vegetarian Banquet (fundraiser for Hindu Society temple)	\$130.00	x		\$130.00		
							\$410.00	
HILL, Darren								
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
05-Mar	R528510	S'toon & District Labour Council Community Service Award Dinner	\$35.00	x		\$35.00		
13-Mar	R528517	LUGO (Mendel fundraiser)	\$30.00			\$30.00		
"		Facebook Advertisements	\$92.76	x		\$92.76		
21-Mar		Artists Against Hunger - Auction in support of CHEP	\$75.00	x		\$75.00		
		Promotional Items - City Park Community Association T-Shirts (rink opening)	\$60.00	x		\$60.00		
28-Mar	R528530		\$60.00	x		\$60.00		
22-Apr	R528545	Spring Newsletter Ad - HBPMKW Community Association	\$225.00	x		\$225.00		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
23-Jul	R534408	Bus Sign Rental (Preston/108th)	\$437.85		20.85	\$417.00		
23-Jul	R534407	Bus Sign Rental (Preston/108th) - prepaid 2014	\$802.73		38.23	\$764.50		
29-Jul	R534411	City Park Community Association - Newsletter Ad	\$60.00			\$60.00		
							\$2,071.76	
IWANCHUK, Ann								
28-Jan	R525804	Sponsprshp Pkg/Ad - Saskatoon Aces Winter Classic	\$250.00	x		\$250.00		
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
07-Apr	R532052	SPCA Spring Gala	\$200.00	x		\$200.00		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
10-Jul	R532043	Visnyk Ad - Summer 2014	\$120.00			\$120.00		
							\$882.50	
JEFFRIES, Zach								
16-Jan	R525812	domain registration - ward10survey.ca	\$13.60	x	0.65	\$12.95		
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
21-Feb	R525882	Glass Slipper Event (in support of The Princess Shop)	\$65.00	x		\$65.00		
"		READ S'toon Speed Scrabble Tournament (literacy fundraiser)	\$50.00	x		\$50.00		
"		Ward Texting service - Jan & Feb	\$67.53	x		\$67.53		
"		Database Management - Constituent Contacts	\$27.49	x		\$27.49		
"		Facebook, Twitter & Google Advertisements	\$425.86	x		\$425.86		

	"	Chinese New Year Banquet (invited as honourable guest)	\$28.00	x		\$28.00
05-May	R528548	NSBA Business Builder Awards & Banquet	\$115.50	x	5.50	\$110.00
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50
18-Jul	R534403	Ward Texting service - Mar to July	\$167.02			\$167.02
	"	Database Management - Constituent Contacts	\$128.67			\$128.67
	"	Google Ads	\$23.17			\$23.17
	"	SYPE Silver Spades Entrepreneurship Awards Gala	\$52.50		2.50	\$50.00
	"	Banners	\$79.50		3.80	\$75.70
	"	Magnets	\$404.24		19.25	\$384.99
	"	Tourism Leadership Celebration	\$65.00		3.10	\$61.90
	"	Sponsorship - ward event - Canada Day	\$60.00			\$60.00
	"	NSBA Business Builder Awards & Banquet	\$115.50		5.50	\$110.00
	"	Willowgrove University Heights Community Association - Web Ads	\$200.00			\$200.00
	"	RBC Folkfest Gala	\$80.00			\$80.00
						\$2,440.78
LOEWEN, Mairin						
14-Jan	R525813	Gatsby Night for Autism	\$75.00	x		\$75.00
24-Jan	R525810	Ward 7 brochures - admail delivery	\$1,169.42	x	55.69	\$1,113.73
	"	domain renewals - mairinloewen.ca & wardseven.ca	\$43.98	x	2.00	\$41.98
27-Jan	R525806	Billboard / signage rental (Jan. 6 - Feb. 6)	\$217.75	x	10.25	\$207.50
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00
12-Feb	R525881	Ward 7 newsletter - admail delivery	\$37.88	x	1.80	\$36.08
05-Mar	R528512	Annual Vegetarian Banquet (fundraiser for Hindu Society temple)	\$65.00	x		\$65.00
06-Mar	R528592	Glass Slipper Event (in support of The Princess Shop)	\$85.00	x		\$85.00
11-Mar	R528515	Ward 7 newsletter - admail delivery	\$60.95	x	2.90	\$58.05
22-Apr	R528544	Billboard / signage rental (Apr. 6 - May 6)	\$217.75	x	10.25	\$207.50
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50
20-Jun	R532032	Billboard / signage rental (June 6 - July 6)	\$217.75	x	10.25	\$207.50
29-Jul	R534410	Billboard / signage rental (May 6 - June 6 and July 6 - Aug 6)	\$435.50		20.50	\$415.00
						\$2,824.84
LORJE, Pat						
14-Jan	R525808	LUGO (Mendel fundraiser)	\$30.00	x		\$30.00
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00
03-Feb	R525874	Chef's Gala & Showcase (arts organizations fundraiser)	\$155.00	x		\$155.00
05-Mar	R525896	NSBA Business Builder Awards & Banquet	\$115.50	x	5.50	\$110.00
05-Mar	R528510	S'toon & District Labour Council Community Service Award Dinner	\$35.00	x		\$35.00
22-Apr	R528543	Film event @ Roxy Theatre	\$31.50	x	1.50	\$30.00
	"	Annual Vegetarian Banquet (fundraiser for Hindu Society temple)	\$65.00	x		\$65.00
	"	Musee Ukraina Museum fundraiser Gala	\$80.00	x		\$80.00
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50
28-Jul	R534409	Website domain renewal	\$15.74			\$15.74
						\$833.24
OLAUSON, Eric						
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$250.00	x		\$250.00
03-Feb	R525874	Chef's Gala & Showcase (arts organizations fundraiser)	\$155.00	x		\$155.00
07-Feb	R525877	NSBA Business Builder Awards & Banquet	\$231.00	x	11.00	\$220.00
13-Feb	R525884	READ 'n' Feed Event (literacy fundraiser)	\$100.00	x		\$100.00
13-Mar	R528514	Annual Vegetarian Banquet (fundraiser for Hindu Society temple)	\$130.00	x		\$130.00
19-Mar	R528525	Romancing the Vine Synergy 8 Event - for Care & Share Saskatoon	\$75.00	x		\$75.00
04-Apr	R528592	Celebrate Success SABEX Awards Gala	\$157.50	x	7.50	\$150.00
14-Jun	R532019	Saskatoon Shines! pins	\$82.50	x	3.75	\$78.75
28-Jun	R532035	Saskatoon Shines! pins	\$55.00	x	2.50	\$52.50
						\$1,211.25
PAULSEN, Tiffany						
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00
05-Mar	R528510	S'toon & District Labour Council Community Service Award Dinner	\$35.00	x		\$35.00

07-Mar R528516	Bus Sign Rental (Heal/Nelson)	\$418.95	x	20.25	\$398.70
07-Apr R528535	Bus Sign Rental (McKercher/Tait)	\$283.50	x	13.50	\$270.00
11-Jun R532025	Pride Guide Ad	\$187.50	x		\$187.50
30-Jun R532037	Bus Sign Rental (Heal/Nelson)	\$139.65	x	6.65	\$133.00
"	Bus Sign Rental (McKercher/Tait)	\$141.75	x	6.75	\$135.00

\$1,284.20

Account Balance \$ 84,536.07