



**PUBLIC AGENDA
GOVERNANCE AND PRIORITIES
COMMITTEE**

Monday, April 18, 2016, 1:00 p.m.

Council Chamber, City Hall

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

Recommendation

That the agenda be confirmed as presented.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of the public meeting of the Governance and Priorities Committee held on March 14, 2016 be approved.

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

6.2 Matters Requiring Direction

**6.2.1 Request - Letter of Support - Canada 150 Grant - Optimist
Recreation Park Project**

9 - 9

Request for a letter of support from Daymond Volk, Campaign Chair, OSP Community Development Corporation, dated April 8, 2016 is provided.

**6.2.2 Request - Letter of Support - Canada 150 Grant - Saskatoon
Blades**

10 - 11

Request for a letter of support from Steve Hogle, President, Saskatoon Blades dated April 12, 2016 is provided.

Recommendation

That the Governance and Priorities Committee provide direction regarding the requests for letters of support as outlined in Items 6.2.1 and 6.2.2.

6.3 Requests to Speak (new matters)

6.3.1 Saskatoon Restorative Action Program Inc. - Restorative Action Program 12 - 33

A letter requesting to speak from Michael Leclaire, Saskatchewan Restorative Action Program Inc., dated March 24, 2016 is provided.

Recommendation

That the speaker be heard.

7. REPORTS FROM ADMINISTRATION

7.1 Delegated Authority Matters

7.1.1 2017 Business Plan and Budget Process [File No. CK. 1860-1]

7.1.1.1 The 2017 Business Plan and Budget Process [File No. CK. 430-72 x 1700-1, CC 1700-1] 34 - 40

Recommendation

That the Governance and Priorities Committee endorse the proposed process for the 2017 Business Plan and Budget, described in Attachment 1.

Recommendation

That the Governance and Priorities Committee recommend to City Council:

1. That the proposed New Building Canada Fund (NBCF) and the Growing the Middle Class Infrastructure Plan (GMCIP) strategy be approved in principle;
2. That it be resolved that City Council support the application for a Provincial-Territorial Infrastructure Component grant from the NBCF for:
 - a. Drinking Water Infrastructure for construction of:
 - i. a northeast reservoir; and
 - ii. clarifiers within the existing Water Treatment Plant;
 - b. Wastewater Infrastructure for construction of:
 - i. a fourth digester tank at the Wastewater Treatment Plant; and
 - ii. new headworks at the Wastewater Treatment Plant;
3. That City Council agrees to: meet legislated standards, meet the terms and conditions of the Provincial-Territorial Infrastructure Component program, conduct an open tendering process, manage construction of the project, fund the municipal share of the construction cost, fund ongoing operation and maintenance costs, and follow any mitigation measures as required by the Canadian Environmental Assessment Act and The Environmental Assessment Act (Saskatchewan); and
4. That the Administration reallocate the City of Saskatoon's source of funding from the NBCF potentially approved projects listed above to projects under the GMCIP as the City's share of the funding contribution.

7.1.1.3 Economic Outlook - PowerPoint Presentation

Administration will provide a PowerPoint presentation.

Recommendation

That the information be received.

7.2 Matters Requiring Direction

7.2.1 Cheshire Homes of Saskatoon – Nominee to Board of Directors [File No. CK. 750-2, AF 215-1 and AF 750-1] 52 - 53

Recommendation

That the Governance and Priorities Committee recommend to City Council:

1. That Mr. James Nechiporenko be appointed as the City of Saskatoon's nominee to the Board of Directors of Cheshire Homes of Saskatoon (Cheshire Homes), and that he be authorized to vote the membership interest and execute all documents on behalf of the City of Saskatoon (City) as necessary to formalize the minutes of the Cheshire Homes Annual General Meetings for a term of three years, expiring at the conclusion of the Annual General Meeting in May 2019; and
2. That the City Clerk advise Cheshire Homes of the appointment of the City's nominee.

7.2.2 Growth Plan to Half a Million [File No. CK. 4110-2 and PL. 4110-12-7] 54 - 140

A request to speak from Patrick LeClerc, Canadian Urban Transit Association, dated March 24, 2016, is included.

Recommendation

That the Governance and Priorities Committee forward the report from the General Managers of Community Services, Transportation and Utilities, Corporate Performance, and Asset and Financial Management Departments to City Council recommending:

1. That City Council recognize and approve, in principle, the long-term benefits of the vision and key directions of the Growth Plan to Half a Million;
2. That the Growth Plan to Half a Million be implemented in a phased, incremental approach, requiring specific recommendations for action in ten-year increments;
3. That the Administration report back with an implementation plan for the period of 2017 to 2026; and
4. That the Administration be instructed to bring forward specific reports on any actions related to overall plan implementation.

7.2.2.1 City of Saskatoon Growth Plan - Sasktel Centre - Current Status and Future Outlook [File No. CK. 4410-2, 611-1 and 175-31]

141 - 167

On March 14, 2016, the Governance and Priorities Committee held a Growth Plan Summit and resolved, in part, that the Administration request a presentation from the Sasktel Centre CEO or designate regarding the current structure and plans for the future.

Ms. Adele Buettner, Board Chair and Mr. Will Lofdahl, CEO will provide a presentation.

A copy of the presentation is provided.

Communications providing comments (attached):

- Randy Fernets, Tourism Saskatoon
- Harvey Peever

Recommendation

That the information be received.

8. LEGISLATIVE REPORTS

8.1 Delegated Authority Matters

8.2 Matters Requiring Direction

8.2.1 Enumeration/Voters List/Voter Registry [File No. CK. 265-1] 168 - 173

Recommendation

That this report be forwarded to City Council recommending:

1. That the information be received; and
2. That voters be registered at the polls on the dates set for voting during the 2016 Municipal and School Board Elections.

8.2.2 2016 Local Government Elections – Mail-In Ballots [File No. CK. 265-1] 174 - 175

Recommendation

That a report be forwarded to City Council recommending that the City Solicitor be instructed to amend Bylaw No. 8191, *The Election Bylaw, 2012* to remove the provision of “postage-paid” for the return of the mailing envelope to the returning officer for mail-in ballots.

8.2.3 2016 Local Government Elections – Hours of Voting [File No. CK. 265-1] 176 - 177

Recommendation

That this report be received and forwarded to City Council for information.

8.2.4 2016 Local Government Elections – Advance Polls [File No. CK. 265-1] 178 - 180

Recommendation

That this report be received and forwarded to City Council for its information.

- 8.2.5 2016 Local Government Elections – Homebound Voting [File No. 181 - 182 CK. 265-1]**

Recommendation

That the report be forwarded to City Council recommending that homebound voting in accordance with The Local Government Election Act, 2015 and Regulations, on October 21, 24 and 26 be established.

- 8.2.6 City Council Car Allowance - 2015 [File No. CK. 1970-1] 183 - 184

Recommendation

That the information be forwarded to City Council and posted on the City's website.

- 8.2.7 City Councillors' Travel and Training Expenses – 2015 [File No. 185 - 193 CK. 1970-1]**

Recommendation

That the information be forwarded to City Council and posted on the City's website.

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| 8.2.8 Communications Support to Councillors – 2015 [File No. CK. 255-1] | 194 - 200 |
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Recommendation

That the information be forwarded to City Council and posted on the City's website.

9. URGENT BUSINESS

10. MOTIONS (Notice Previously Given)

11. GIVING NOTICE

12. VERBAL UPDATES

- 12.1 Council Members - His Worship the Mayor, FCM/SUMA, Boards and Commissions**
- 12.2 Administration**

13. IN CAMERA AGENDA ITEMS

Recommendation

That the Committee move *In Camera* to consider the following items:

13.1 Board Appointment [File No. CK. 4250-1 and CK. 175-10]

[In Camera - Personal Information]

13.2 Legal Report [File No. CK. 6050-9]

[In Camera - Solicitor/Client Privilege]

13.3 Legal Report [File No. CK. 415-3]

[In Camera - Solicitor/Client Privilege]

13.4 Board Appointment

[In Camera - Personal Information]

13.5 Verbal Updates

13.5.1 Council Members - His Worship the Mayor, FCM/SUMA, Boards and Commissions (if required)

13.5.2 Administration

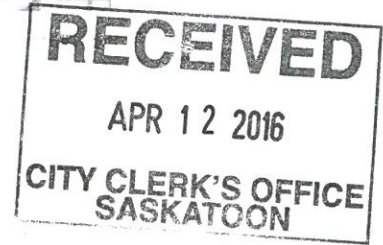
13.5.2.1 City Manager

[Sections 13, 14(1), 15(1), 16(1), 17(1), 18(1), 19, 20, and 21 - LAFOIPP]

13.5.2.1.1 Labour/Personnel Matters

[In Camera - Labour/Personnel Matters]

14. ADJOURNMENT



April 8, 2016

Mayor Donald J. Atchison
City of Saskatoon
222 - 3rd Avenue North
Saskatoon; SK; S7K 0J5

Re: Letter of Support – Optimist Recreation Park Project

Dear Mayor Atchison;

The OSP Community Development Corporation is diligently pursuing the Optimist Hill Recreation Park Project and we are currently in the fundraising phase of the project. This phase is running concurrently with the design of the park and its various elements of course. Community support for the project continues to grow and excitement is building for construction to get on the way.

One of the key opportunities before us is the opportunity to apply for a Canada 150 Grant from the federal government in honour of Canada's 150 anniversary celebrations. We have been encouraged by several to submit this grant most notably being MP Kevin Waugh. In the completion of this grant submission one of the things we are encouraged to provide is letters of support for the project. We are hopeful you will be able and prepared to provide one such letter.

As such, this is our official request to your office to provide a letter of support for the OSP Community Development Corporation and our pursuit of the Optimist Recreation Park Project, expressing your enthusiasm and excitement for the project and its merits to the city and its citizens from an economic, tourism and social benefit standpoint.

Thanks in advance for considering our request. We look forward to receiving the letter of support and will keep you apprised of project status and the status of our grant request to the Canada 150 Fund.

Best Regards,

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

Daymond Volk, Campaign Chair
On behalf of OSP Community Development Corporation

CC: Joe Van't Hof; Rob Letts; Shad Ali



April 12, 2016

Mayor Don Atchison,

2017 marks a once in a generation opportunity to celebrate Canada's 150th year in confederation and all that makes this nation the greatest place on earth to live. It also presents an opportunity for the people of Saskatoon. We envision a legacy to mark this momentous occasion which would be enjoyed by thousands of people immediately and many more for generations to come right in the heart of Saskatoon.

Many of us were fortunate to grow up in communities across Canada and gather with our friends at the community rink, the place in our neighbourhoods where we would enjoy the quintessential piece of Canadiana – skating. Some of us would play shinny, others would go for a skate while others simply visited. We feel everyone should have the opportunity to experience, enjoy and, yes, embrace the joys that come with a Canadian winter!

A new regulation size outdoor rink in the heart of Saskatoon would provide thousands of children and their families a place to enjoy what so many of us loved growing up. Together, along with other residents from across our great city, they could learn to love our beautiful winters, skating and playing hockey at the outdoor rink. We would want to build such a facility on an asphalt pad to ensure it could be utilized year round so, when it wasn't used in the winter, kids could go there in the summer and play basketball, soccer, street hockey and more.

We have worked with some members of the Saskatoon Public School Board and administration to identify three potential sites that could be home to such a project, all vibrant communities with thousands of First Nations families and newcomers to Canada, two growing segments of our society.

We envision launching the facility complete with a winter festival January 1st, 2017, a wonderful way for the people of Saskatoon to celebrate the first day of Canada's 150th year and to officially open the rink.

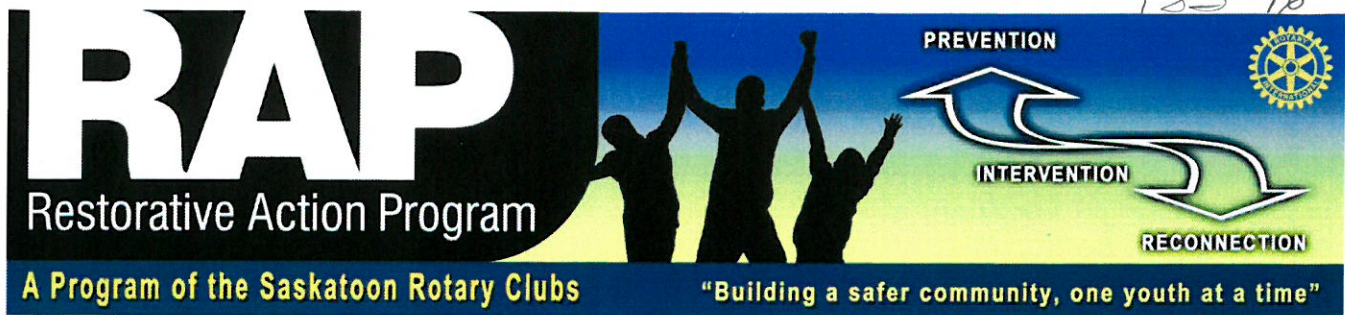
There are many hurdles to clear before such a dream becomes a reality, including financing and ongoing maintenance. With that said, we have before us an opportunity to celebrate our great nation and, in the process, build a legacy project that would serve the community and thousands of people for generations to come. As such, we respectfully request a Letter of Support we could take forward to the people at the federal government's Canada 150 office to let them know we would love to make this happen.

My thanks, in advance, for the consideration you give this request.

Sincerely,

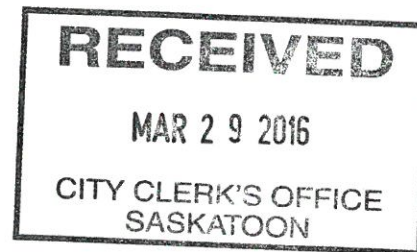
A handwritten signature in black ink, appearing to read 'Steve Hogle', is located below the 'Sincerely,' text.

Steve Hogle
President
Saskatoon Blades



March 24, 2016

Mayor Donald Atchison
City Hall
222 - 3rd Avenue North
Saskatoon, SK. S7K 0J5



Dear Mayor Atchison:

We are writing this letter in response to City Council's recent discussions around an anti-bullying bylaw for Saskatoon. As you know, RAP, Saskatoon Restorative Action Program Inc. has had a presence in Saskatoon High Schools for the past thirteen years. RAP is currently operating in nine high schools, both in the Public and Catholic systems. The evaluations and research, conducted by the University of Saskatchewan, indicates that our program has proven very successful in dealing with conflict and bullying. While RAP it is not the only solution to bullying, it is one that we know works and works very well.

There are elements of the RAP Program that support an appropriate response to bullying; our referral structure, mediation and conflict management training services are examples of these fundamentals. Attached is our 2014-2015 Annual Report and a recently developed Strategic Planning Foundation document. The later will serve to guide our strategic priorities over the next five years.

We are requesting an opportunity to make a presentation to the Governance and Priorities Committee on April 18th, 2016, to discuss how RAP can help improve the safety of our students in all high schools in the city.

We look forward to your response.

Sincerely,



Michael LeClaire
Board Chair, Saskatoon Restorative Action Program Inc.

cc: City Clerk
Enclosures: RAP Annual Report
RAP Strategic Planning Foundation Document

RESTORATIVE ACTION PROGRAM (RAP)
STRATEGIC PLAN FOUNDATIONAL DOCUMENT
Approved January 28, 2016

WHO WE ARE describes where and how RAP operates:

RAP is a registered charity which operates a community-based initiative that is hosted in Saskatoon high schools and is sustained through shared responsibility of our partners and by other supportive organizations and citizens.

RAP's VISION statement sets out the desired future state for the community*:

Youth are empowered and actively engaged in creating safe, respectful and caring communities.

RAP's MISSION statement summarizes the mandate/purpose of the organization*:

We work with youth to develop and practice conflict management, relationship management, and leadership skills using an approach that focuses on prevention, intervention and reconnection.

RAP's PRINCIPLES reflect the values of the organization:

In my decisions and actions as a Staff member, Board member or other Volunteer of RAP, I demonstrate the following:

- Serving Youth – always consider first, the needs and possibilities of youth and their communities.
- Integrity – be honest, fair and trustworthy in my interactions and protect privacy and confidentiality.
- Leadership – act in a manner that is competent, courageous, professional and respectful of others.
- Collaboration – include and engage stakeholders and consider and value all opinions.
- Accountability – be prepared to speak to, and act on, decisions that I make or am involved in making.
- Stewardship – effectively safeguard and manage resources entrusted to me.

RESOURCES (i.e. assets) enable RAP to function effectively:

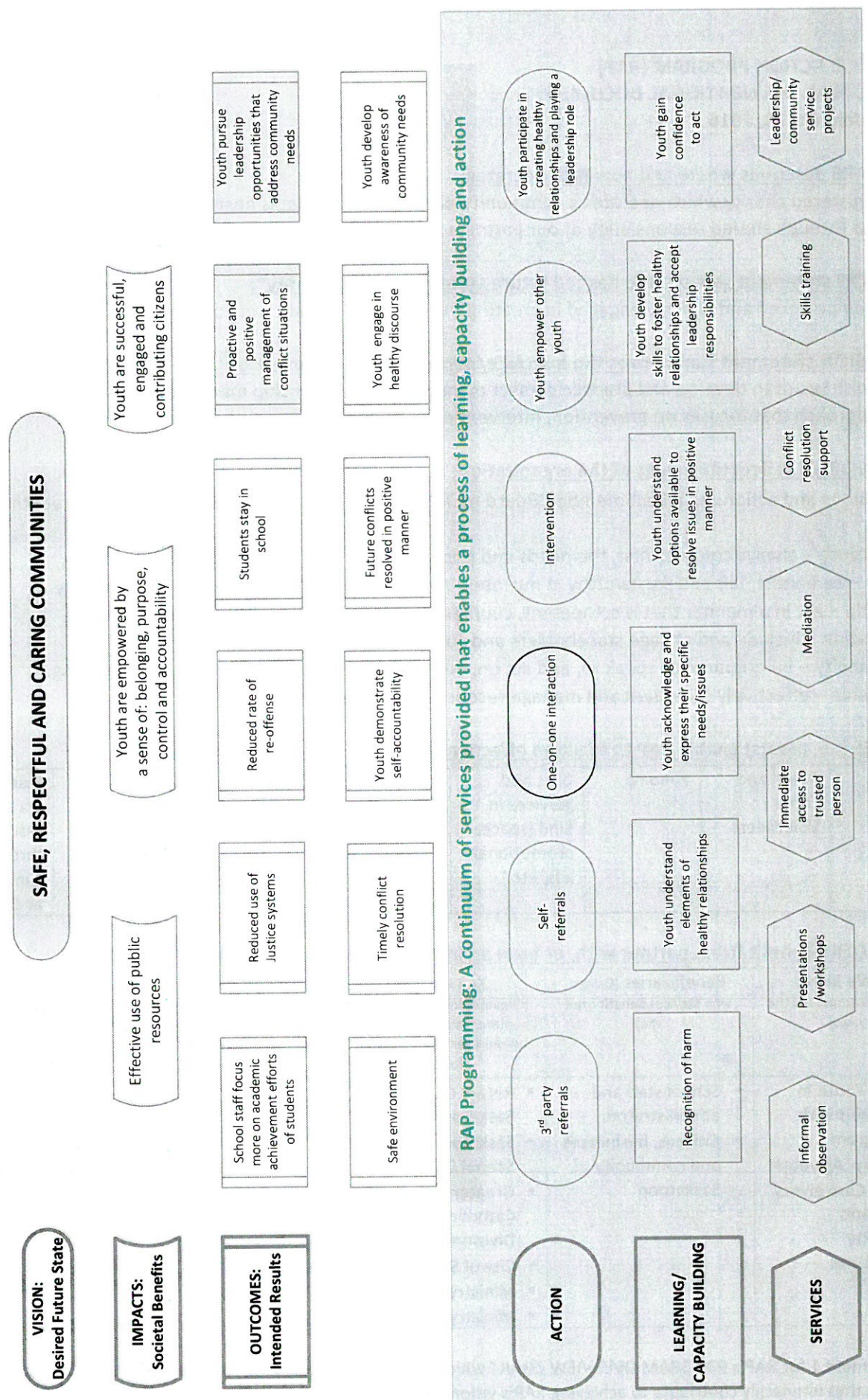
Staff	Board and Other Volunteers	Funding	Gifts and Services In Kind (space, promotional ads, etc.)	Prevention, Intervention and Reconnection (PIR) Model	Program Monitoring Tool	Literature and Qualitative Reviews	Stakeholders act as resources through their contributions and support
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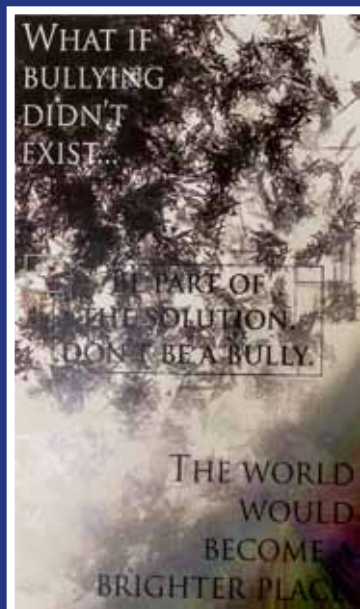
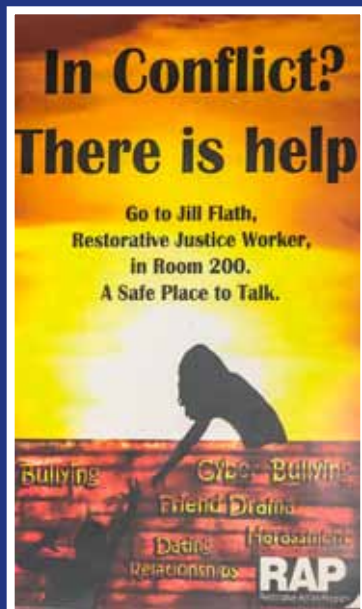
STAKEHOLDERS benefit from, partner with, or have an interest in the outcomes of RAP:

Who We Serve (Intended consumers of the services)	Beneficiaries (Others who services benefit from the)	Key Partners (Organizations with a shared interest and that provide multi-year and significant funding)	Sponsors (Businesses or individuals who support RAP through financial contributions and gifts and services in kind)	Key Community Collaborators (Organizations with whom RAP works to accomplish common goals)
<ul style="list-style-type: none"> • Primary: Youth in high schools with RAP program • Secondary: All youth • Tertiary: Care givers, families and community organizations 	<ul style="list-style-type: none"> • School staff and administrators • Citizens, businesses and community of Saskatoon 	<ul style="list-style-type: none"> • Rotary Clubs of Saskatoon • Saskatoon Public School Division • Greater Saskatoon Catholic School Division • City of Saskatoon • Ministry of Education • Ministry of Justice 	<p>See website for list of all current sponsors: http://www.rapsaskatoon.org/funding-partners.html</p>	<ul style="list-style-type: none"> • See website for a list of current community collaborators: • TBD

*See Attachment 1 for RAP's PROGRAM OVERVIEW CHART which demonstrates the different layers of programming, outcomes and impacts that ultimately contribute to achieving RAP's vision and mission.

SAFE, RESPECTFUL AND CARING COMMUNITIES





2014-2015 ANNUAL REPORT

RAP

Restorative Action Program

The Restorative Action Program Board of Directors is extremely pleased once again with the many positive results that occurred during the year. We began our year in developing a strategic plan and we expect to finish this important process by June 2106. The data collected from our evaluative tools clearly demonstrate that we are making a difference. Our Literature Review, completed this year by the University of Saskatchewan, identified that we are a world leader in our multi-faceted delivery system. We believe our strength lies not only with our Prevention, Intervention and Reconnection Model, but also within the concept of an engaged supportive community. When we work together, along with youth in an inter-disciplinary fashion, we utilize our collective strengths. As a result of our many partnerships, our youth increase their skills and assets needed to live holistically healthy lives.

Student voice is paramount in our Restorative Action Program. The Board of Directors received a letter from a grade twelve student asking that their school be considered for RAP. It was a moving, well written letter. As a result, the Board Executive and the School Division met with this student and explained the implementation process. What was most encouraging is that this student had met a RAP Worker from another school and realized how a program such as RAP could make a significant difference in her community. This young lady clearly understood that the concept of building social capacity leads to empowerment.

The Board of Directors want to thank our staff for their dedication and commitment and express our deep appreciation to those who volunteer their time, energy and money to ensure that our Restorative Action Program continues to meet the needs of our youth. A special note of thanks to the many Rotarians who work at various fundraising events to support this program.

Michael LeClaire - Board Chair, Saskatoon RAP



Dear RAP supporters,

Over the past 8 years, I have had the honour of being a RAP Worker and now Executive Director. In both roles I have been humbled by the resilience of youth and moved by stories of how RAP is making a difference in school communities. I continue to be amazed at the scope of RAP and how we are supporting youth to become the leaders of tomorrow, contributing to safe, caring and accepting schools and building community partnerships to enhance the resources available for youth.

It seems hard to believe that a project that began at Mount Royal Collegiate in 2003 as a partnership between the school and Rotarians, who understood the importance of supporting youth, now deals with a broad range of issues affecting youth. Today, RAP serves eight high school communities and is accessible to 6000 students who attend RAP schools in the Saskatoon Public and Greater Saskatoon Catholic schools. In 2014-15, RAP Workers completed intakes for 1068 students. Of these students, 1001 received one-on-one support for one or more issues and 327 participated in one or more mediations. These numbers are an increase from previous years.

RAP's strength is exemplified through the partnerships we have with schools, the community, business and government. Our organization has worked hard to engage our wide network of partners. I am heartened by the belief, trust and support of our partners.

As we move forward in 2016 and beyond, I am proud of what RAP has accomplished and excited about the future. None of our accomplishments or the work we do to support youth would be possible if not for the Rotarians, Board of Directors, RAP Workers and partners who have committed time, expertise and energy to the success of this organization. I am thankful for their continued support as we fulfill the mission of RAP.

Winston Blake - RAP Executive Director





At the beginning of the 2014-15 year a document detailing terms of reference for the Communications Committee was developed in collaboration with our Executive Director and approved by the Board. This highlighted that communications should be directed to various audiences – Rotary, schools (students, teachers, RAP Workers) and the public at large. Initiatives to address these audiences have been identified and will be forming the basis of future actions.

A number of communication ventures were conducted during the year. Through the generous support from the Saskatoon Media Group and Rotarian Vic Dubois, a series of radio ads promoting RAP were developed. These ads are targeted at various audiences and play on three stations throughout Saskatoon and area. The comments received from the listeners have been nothing but positive. Print ads were run in the BRIDGES publication promoting RAP and expressing appreciation to our sponsors. Nina Henry has not only prepared an excellent presentation on the history of RAP but has also been diligent in maintaining our website to ensure it's current and informative. The revised format for this year's annual report has as a goal to communicate and inform throughout the year.

Our goals for the coming year are to maintain and expand the programs from previous years as well as embark on some new programs. Of particular note is the possibility of developing an informational video on RAP and ad material for use in social and video media. Another important avenue of communications is to effectively inform Rotary in Saskatoon. To this end, our plans are to publish quarterly updates for distribution to all Rotarians.

I would like to express my appreciation for the support and dedication of the following committee members: Winston Blake – Executive Director, Nina Henry – webmaster, photographer, graphics artist and historian, Carol Cisecki – past committee chair, mentor and Les Ferguson – Rotarian and writer. To President Michael LeClaire and our Executive Directors, I would also like to express my deepest appreciation for your guidance, understanding and patience. To the Directors at large, I would not only like to express my appreciation for your dedication and tireless support of RAP. What a group!

Allen Oruski – Director and Communications Committee Chair

The Badge, Shield and Star Dinner continues to perform very well. The annual event proceeds have exceeded last year's and we continue to support and organize this dinner, a joint venture of the five Rotary Clubs in Saskatoon. The contribution of Rick and Laurie Hopkinson as title sponsors is a significant part of the dinner's net proceeds and we are grateful for their support.

Thank you Bob Anderson, Badge, Shield and Star Chair, and the committee for making this year's event a huge success. Thanks also to Tim Cholowski for his hard work securing sponsorship. This event would not be possible without the generosity of our sponsors.

We appreciate BHP Billiton and Saskatoon Prairieland Park stepping up with major contributions to the program as well as the investments in RAP made by all of our corporate partners.

Funding from the Greater Saskatoon Catholic Schools, Saskatoon Public Schools, Ministries of Education and Justice and the City of Saskatoon continue to provide the lion's share of RAP funding. External forces have created tight budget situations for these partners. While we are most appreciative of their contributions, growth in the program will rely on increased funding from all of our partners, public and private sectors.

The five Rotary Clubs in Saskatoon also assist with funding and new formulas are being developed for revenue sharing from various Rotary events in Saskatoon.

RAP Saskatoon's charitable registration number 84463-8288-RR-0001 means we can issue official donation receipts for income tax purposes. Working with CanadaHelps provides for easy on-line donations and RBC Donation of Securities allows investors to donate securities without incurring capital gains.

We are exploring new initiatives to grow our funding and look forward to another successful year for RAP.

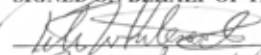



Jack Brodsky - Fundraising Chair

SASKATOON RESTORATIVE ACTION PROGRAM INC.

BALANCE SHEET		AS AT AUGUST 31	
	2015	2014	
	\$	\$	
ASSETS			
CURRENT ASSETS			
Cash	116,637	51,289	
Accounts receivable	16,070	14,403	
Prepaid expenses	3,104	1,800	
	135,811	67,492	
INVESTMENT SAVINGS - RESTRICTED FUNDS	76,259	95,477	
	212,070	162,969	
LIABILITIES			
CURRENT LIABILITIES			
Prepaid contributions for next year program (Note 4)	84,040	28,824	
Accounts payable and accrued liabilities	15,482	14,623	
John Dewar Memorial Bursary (Note 5)	-	500	
	99,522	43,947	
FUND BALANCES			
MEMBERS (Note 3)			
Class A members	5		
Class B members	7		
Class C members	18		
Class D members	5		
FUND BALANCES			
Externally Restricted (Note 6)	76,259	23,545	
Internally Restricted (Note 7)	11,000	-	
Unrestricted	25,289	95,477	
	112,548	119,022	
	212,070	162,969	

SIGNED ON BEHALF OF THE BOARD

 Director
 Paul Gauthier, Director

SASKATOON RESTORATIVE ACTION PROGRAM INC.

STATEMENT OF REVENUE AND EXPENSES		FOR THE YEAR ENDED AUGUST 31	
	2015	2014	
	\$	\$	
REVENUE			
Saskatoon Public School Division (Note 2)	128,676	151,701	
Greater Saskatoon Catholic Schools (Note 2)	111,016	74,011	
City of Saskatoon	75,000	75,000	
Saskatchewan Community Initiatives Fund	-	50,000	
Government of Saskatchewan - Education & Justice	160,000	50,000	
Rotary Clubs of Saskatoon	69,814	54,559	
Community Initiatives Fund	18,125	-	
Contributions from Sponsors	23,000	33,500	
Contributions from individuals	319	2,450	
Saskatoon CIF - Leadership Grant	3,824	6,176	
Memberships and miscellaneous	1,605	435	
Interest	754	785	
Rotary, fee-for-service, net	(1,800)	5,227	
Transfer from Jack and Shirley Brodsky RAP Fund	20,000	5,425	
Transfer from Research Fund	-	20,267	
	610,333	529,536	
Contributions in Kind (Note 8)	52,500	45,000	
	662,833	574,536	
EXPENSES			
School boards - project co-ordinators salaries and benefits (Note 2)	479,384	451,424	
Project director	61,109	50,215	
Program research and development	34,156	23,431	
Promotion, public and staff relations	6,551	8,905	
Student leadership training	4,810	6,176	
Staff training	3,891	2,575	
Professional fees	2,640	2,530	
Insurance	1,585	1,585	
Web design and maintenance	1,000	1,000	
Staff supplies and information	1,230	292	
Stationary, postage and office	1,233	1,403	
	597,589	549,536	
In Kind (Note 8)	52,500	45,000	
	650,089	594,536	
NET REVENUE (LOSS) FOR THE YEAR	12,744	(20,000)	

Copies of our complete annual audited financial statements are available by contacting
 RAP Treasurer, Paul Gauthier (pgauthier@sasktel.net) or online at www.rapsaskatoon.org.

RAP uses the PIR service delivery model.

This model helps youth avoid and address high risk behaviours, thrive in life and achieve their true potential.



PREVENTION

Education and awareness activities to promote healthy relationships and leadership qualities



INTERVENTION

Support and advocacy to help youth repair harm caused by conflict, bullying and harassment



RECONNECTION

Support and facilitate youth in reconnecting with their school, peers, family and community

You can help our young people too...



Make your RAP donation on-line at:
www.rapsaskatoon.org



RAP Board of Directors

Back row (L-to-R): Peter Whitenect, Fred Ozirney, Paul Gauthier, Don Somers, Scott Gay, Jack Brodsky, Allen Oruski, Murray Scharf

Front row (L-to-R): John Knox, Betty Ann Arscott, Michael LeClaire, Patricia Prowse, Heike Heimann

Missing from photo: Art Postle, Clive Weighill

RAP Workers

Back row (L-to-R): Dean Rutten (Holy Cross High School), Jill Giesbrecht (E. D. Feehan High School and Bishop James Mahoney High School), Shauna Kennon (Bedford Road Collegiate), Ryan Bilanski (Tommy Douglas Collegiate)

Front row: Teresa Michayluk (Mount Royal Collegiate), Jillian Flath (Walter Murray Collegiate) Darren Bohmann (Bethlehem High School)





Dear Mr. LeClaire,

My name is Kessa Gerein. I am a member of YELL (Youth Engaged in Leadership and Learning) at Centennial Collegiate. As a Senior at our school, I truly believe a RAP Worker would be very beneficial to Centennial. Over the course of my four years, I have witnessed many students stop coming to school and being engaged because of a conflict or bullying issue. I have seen many kids deal with racism, low self esteem, and many other issues. Often, they feel as if they are all alone. The school board works diligently to get kids to graduate. An issue that can be dealt with should not be the reason kids don't stay in school. I really believe daily attendance at our school could be increased if students feel a sense of belonging. I have seen many kids reach out to a teacher for help, but teachers have the job to teach. As much as I respect teachers, they can't handle everything on their own. I have seen many teachers at Centennial go beyond their call of duty to reach out to a student in need. I think a RAP worker would make a great addition to our existing support system. I would expect that we would see positive change within our school. I am asking you to please consider my request.

2014-15

RAP STATISTICS

Services available to 6000 students

Direct support for 1068 students

222 Conflict mediations

One on one support for 1001 students

Cases referred by:

Self - 39%

Peer - 9%

Teacher - 13%

Administration - 19%

Other - 20%



Mount Royal Collegiate

Joined RAP: 2003

Student Population: 910

RAP Worker: Teresa Michayluk

RAP believes in safe,
caring, accepting schools.

RAP Worker Teresa

Michayluk took Mount

Royal Collegiate students

on a canoe trip. These non-

curricular activities help

students connect with

school and build healthy

relationships.



2015 BADGE, SHIELD & STAR DINNER

Top left: **Terry Horsley-Dewar with Hailey Lavallee, John Dewer Scholarship Award recipient.** *"I'd like to say a special thank you to my teachers and Shauna Kennon, RAP Worker. No matter what I am going through in my everyday life I know I can always rely on Shauna for support... I truly am grateful to have someone like you guide me through high school," quote from Hailey's acceptance speech.*

Top right: **Keynote speaker Sandy Davis** Middle right: **Barry Fabian receives the Star Award from MD Ambulance Chief Gerry Schriemer** Bottom left: **Rick and Laurie Hopkinson, Dinner Sponsors** Bottom middle: **Fire Chief Paulsen presents Shield Award to Ronalee Hall** Bottom right: **Police Chief Weighill with Badge Award recipient Rita Field**





RAP Worker Shauna Kennon and students at Bedford Road Collegiate have been an integral part of the Saskatoon Police Service Youth Advisory Committee.

Students surveyed 1500 youth about ways to improve relationships with police and presented their recommendations to the Board of Police Commissioners.

Bedford Road Collegiate

Joined RAP: 2006

Student Population: 610

RAP Worker: Shauna Kennon



E. D. Feehan High School

Joined RAP: 2007

Student Population: 420

RAP Worker: Jill Giesbrecht

Focus on the Family is always a huge success at E.D Feehan High School. Students get involved in a day of community service demonstrating E.D. Feehan's Mission to *reach out in charity to transform the world* and Rotary's motto, *Service Above Self*.



Bethlehem High School

Joined RAP: 2008

Student Population: 1100

RAP Worker: Darren Bohmann

At Bethlehem High School the anti-bullying program empowers students to initiate and maintain positive interactions with others.

To create additional meaning, Bethlehem High School students tied anti-bullying to stations of the cross during our Lenten celebrations.



A group of students at Walter Murray Collegiate formed the Dan Warden Park Safety Committee.

Through partnerships with seniors in the community and City of Saskatoon, the Committee is working to revitalize the park area.

Walter Murray Collegiate

Joined RAP: 2009

Student Population: 1380

RAP Worker: Jillian Flath



Bishop James Mahoney High School

Joined RAP: 2010

Student Population: 540

RAP Worker: Jill Giesbrecht

RAP Workers train students in the Canadian Red Cross RespectedED program to deliver bullying and violence presentations in the community.

Bishop James Mahoney High School students lead full day RespectedED sessions for elementary school students.



RAP is part of the school team.

“Having a close relationship with the student team allows us to address the issues and barriers young people face today,” RAP Worker Ryan Bilanski.

Tommy Douglas Collegiate

Joined RAP: 2011

Student Population: 900

RAP Worker: Ryan Bilanski



Holy Cross High School

Joined RAP: 2014

Student Population: 1100

RAP Worker: Dean Rutten

RAP is involved in numerous school and leadership activities.

RAP Worker Dean Rutten supported Holy Cross High School students to hold the first ever Student Representative Council Community Collaboration Workshop which brought together five schools to share ideas and learn from one another.



In 2002, staff, students and administrators at Mount Royal Collegiate needed to address violence, intimidation and bullying which had escalated to the point that it was affecting everyone. Attendance, academic performance, dropout rates and the school culture had been negatively impacted. School suspensions were not effective and it was time to find a proactive approach that would benefit the students, staff and the community.

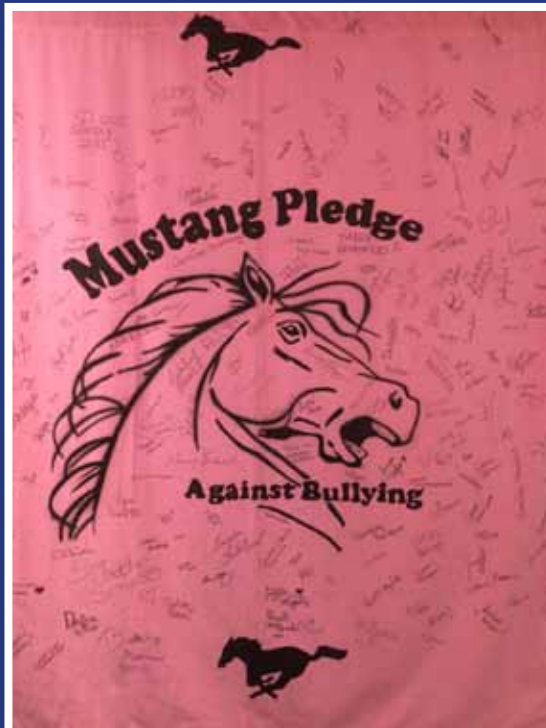


A team of educators, administrators, students and community members designed a Restorative Justice Program and sought funding for a full-time Restorative Justice Worker at Mount Royal Collegiate. After being turned down by several agencies and the school division, they found the support they needed from the Saskatoon Rotary Club.

A three-year pilot Restorative Action Program was launched at Mount Royal Collegiate in 2003. The program was funded by the Rotary Club of Saskatoon, Saskatoon Public Schools and the Saskatchewan Community Initiatives Fund. At the end of the three-year pilot, Mount Royal Collegiate knew that having a full-time RAP Worker was essential. Anecdotal and statistical information showed that the program was reducing violence, resolving conflicts, teaching leadership and helping youth become good citizens. Today, RAP is operating in eight high schools throughout Saskatoon.

RAP is now supported by all five of Saskatoon's Rotary Clubs: Saskatoon Rotary, Nutana Rotary, North Rotary, Meewasin Rotary and Riverside

Rotary. These clubs contribute financially, have members who sit on school Management Committees and the RAP Executive Committee. RAP is also financially supported by both school divisions, government and community agencies as well as businesses and individuals.



RAP

Restorative Action Program

A Big Thank You to our Sponsors

The Restorative Action Program is made possible with the generous support of our sponsors.

We are extremely grateful for their help in making RAP a success.

Pillars of RAP

Contribution exceeding \$50,000



Saskatoon Public Schools
Inspiring Learning



GREATER SASKATOON
CATHOLIC SCHOOLS



City of
Saskatoon



Government
of
Saskatchewan

Benefactors of RAP

Contribution of \$10,000 - \$50,000



SASKATOON
COMMUNITY
FOUNDATION

RAYMOND JAMES

COMMUNITY DEVELOPMENT
CORPORATION



SASKATOON
COMMUNITY
FOUNDATION

bhpbillion

Supporters of RAP

Contribution of \$1,000 - \$10,000



2015 Rotary Annual Badge Shield Star Dinner Sponsors

Title Sponsors - Rick and Laurie Hopkinson

ASL Paving
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Cameco
Conexus Credit Union
CO-OP Saskatoon
The Village at CROSSMOUNT
Globe Printers
Hollis Wealth

Investors Group
KSA Group
McKercher LLP
MNP LLP
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Prairie Wealth Management
Remai Group
Saskatchewan Mutual Insurance

Saskatoon Firefighters Padiatric Fund
Saskatoon Media Group
Scotiabank
Sherwood Chevrolet Inc.
Telebyte Communications
Vaughn Wyant Automotive Group
Wheaton GMC



The 2017 Business Plan and Budget Process

Recommendation

That the Governance and Priorities Committee endorse the proposed process for the 2017 Business Plan and Budget, described in Attachment 1.

Topic and Purpose

The purpose of this report is to provide an overview of the 2017 Business Plan and Budget Process. This process is a continuation, with some minor adjustments, of the process that was implemented for the 2016 Business Plan and Budget Process.

Report Highlights

1. In addition to the City of Saskatoon's Strategic Plan, City Council's priorities will provide direction and focus to the Administration in the preparation of the 2017 Business Plan and Budget.
2. The 2017 Business Plan and Budget process will attempt to integrate a "policy-oriented" approach so that City Council can provide key direction to the Administration on various existing, and emerging, policy issues.
3. The 2017 Business Plan and Budget process will include a public engagement component, so that the people of Saskatoon have an opportunity to provide input into the development of the 2017 Business Plan and Budget.

Strategic Goal

The information contained in this report aligns with all of the City's Strategic Goals, because the Business Plan and Budget process attempts to address all seven goals.

Background

- In 2012, Saskatoon City Council adopted a 10-Year Strategic Plan.
- In 2013, the 10-Year Strategic Plan was updated to reflect the 4-year priorities of the current City Council, elected in October 2012.
- Every January, the Governance and Priorities Committee (formerly Executive Committee) holds a Special Strategic Planning meeting, to discuss the 4-year priorities as set out in the Strategic Plan. On January 18, 2016, the Governance and Priorities Committee held a strategic planning session to discuss the priorities for the 2017 Business Plan and Budget.
- At its February 22, 2016, meeting, the Governance and Priorities Committee adopted a report recommending that the updated 4-year priorities be utilized in preparing the 2017 Business Plan and Budget.
- At its April 20, 2015, meeting, the Executive Committee endorsed a new process in preparing the 2016 Business Plan and Budget.
- At its December 1, 2015, Business Plan and Budget deliberation meetings, City Council approved the 2016 Business Plan and Budget.

Report

This report addresses the main components that will contribute to the preparation of the City of Saskatoon's 2017 Business Plan and Budget.

1. Strategic Direction/Council Priorities

The strategic direction for the 2017 Business Plan and Budget will be provided through the City's 10-year Strategic Plan and more directly, City Council's priorities. City Council's priorities are based on achieving the City's seven strategic goals, and will provide direction and focus to the Administration in preparing the Business Plan and Budget.

Many of City Council's priorities originally identified in 2013 are either complete or substantially underway. Administration's report to the February 22, 2016, meeting of the Governance and Priorities Committee indicated that 98% of Council's priorities were either complete, or in the process of being completed. The report stated that the Administration is placing emphasis on "identifying initiatives and allocating resources to complete the remaining priorities". Thus, the 2017 Business Plan and Budget will make a concerted effort to ensure that the remaining priorities are completed following the approval of the 2017 Business Plan and Budget.

Following the October 26, 2016, municipal election, a strategic planning session(s) will be held with City Council to update the 2013-2023 Strategic Plan. This will reflect the 4-Year Priorities and 10-Year Strategies of the newly elected City Council. A report outlining this process will be brought forward to the Governance and Priorities Committee later this year.

2. A Policy-Oriented Approach

As the City of Saskatoon's Business Plan and Budget process continues to evolve, City Council will be required to debate some emerging and important public policy issues. During the 2016 Business Plan and Budget process, the Administration tabled several reports and presentations that attempted to address some fiscal policy issues facing the City.

For example, at its April 20, 2015, meeting, the Executive Committee considered the "Financing Growth Study" conducted by Hemson Consulting Ltd. The study raised some important policy issues for the City of Saskatoon to consider. Most importantly, the study concluded that: (a) growth pays for most of all new capital costs within a neighborhood; and (b) property taxes have been increasing at a more rapid pace in recent years due to several interrelated factors, such as inflation, capital-related costs, and service level increases; slow growth of non-tax revenues; and decreasing per capita property assessment.

This study generated some additional analysis by the Administration. At its August 19, 2015, meeting, the Executive Committee received a discussion paper

titled, “Paying for City Services”. Essentially, that paper suggested that the City should use appropriate revenue sources to pay for the different types of City programs and services. Although there is some concern over the City’s reliance on the property tax to pay for various programs and services, this outcome may be entirely appropriate given the service delivery objectives and requirements of the City.

While the policy issues raised above continue to exist, there are also some emerging issues that the 2017 Business Plan and Budget process will attempt to address. Namely:

- i. **Capital Project Prioritization Strategy:** The recently tabled federal budget provides some infrastructure funding programs that the City will be able to take advantage of. The City will need to develop a prioritization strategy so that it has readily identifiable projects to take full advantage of federal infrastructure funding opportunities. A report outlining this strategy will be tabled at the April 18, 2016, Governance and Priorities Committee meeting.
- ii. **Multi-Year Business Plan and Budget:** Several municipalities in Canada have moved, or are moving, to the implementation of multi-year business plans and budgets. Cities that have adopted (or are adopting) this approach, recognize that many policy documents and budgetary decisions that cities make have longer-term implications that cannot simply be addressed in an annual budget. The Administration will provide a report and discussion paper to an upcoming meeting of the Governance and Priorities Committee that will outline the advantages and disadvantages of this multi-year approach to business planning and budgeting.

Additional policy issues may be presented during the 2017 process.

3. **Community Input into Business Plan and Budget**

In preparation of the 2016 Business Plan and Budget, the Administration, with the approval of City Council, implemented a new process that:

- a) was open and transparent so that City Council and the public had the necessary information to provide input;
- b) included extensive public education, engagement, and consultation; and
- c) used digital tools and web-based applications to make the process more interactive.

The preparation of the 2017 Business Plan and Budget will utilize a very similar approach. Attachment 1 provides an overview of the 2017 Business Plan and Budget Process.

Public and Stakeholder Engagement

In order to continue to produce a business plan and budget that meets the expectations of the citizens of Saskatoon, a greater emphasis on public education and engagement will continue in 2016. The “Shaping our Financial Future” major engagement

opportunities will be made available during Phase II of the 2017 Business Plan and Budgeting Process.

1. 2016 Civic Services Survey – the Annual Civic Services Survey will continue to be an important way in which the citizens of Saskatoon are able to participate in the budget building process. The City will conduct 500 telephone surveys, and 800 online surveys between late May and early June. As in 2015, 25% of telephone respondents were from a cell phone list to reach younger and cell-phone-only households. The survey questions will be enhanced in 2016 to better explore citizen input on five categories:
 - a. Quality of Life in Saskatoon – past, current and future perceptions.
 - b. Important Issues – the single-most important issue facing the City of Saskatoon that should receive the greatest attention.
 - c. Satisfaction – overall satisfaction on 35 specific City services.
 - d. Paying for Services – this includes best methods for balancing the budget, preferences for amount of service desired, and exploring naming rights and sponsorship opportunities.
 - e. Communications, Customer Service, and Engagement – preferences on how to receive information, how to conduct business, and evaluating our delivery of customer service and engagement.
2. Online Citizen Budget – in 2016, Administration will use the Online Citizen Budget to educate residents on the budget process, inform residents of costs and trade-offs, and demonstrate our ongoing commitment to community engagement. The Online Citizen Budget will provide citizens with an opportunity to provide input on where the City should spend more, spend less, or about the same on a variety of civic services.
3. Citizen Advisory Panel – as part of the broader Shaping Saskatoon community engagement initiative, a new Citizen Advisory Panel has been created. As of April 2016, over 1,100 citizens have already signed up for the panel. Participants on the panel will be invited to participate in the Online Citizen Budget to further enhance the number of participants, and enhance the overall results to ensure they reflect the broader community.
4. Taking it on the Road – to ensure the broadest reach and to provide opportunities for everyone to provide input, Administration will take the Online Citizen Budget to various locations throughout the city to conduct intercept surveys. Locations may include the City Hall Civic Pancake Breakfast, Saskatoon Farmers' Market, and potentially high-traffic shopping malls.
5. Educational Resources and Tools – the educational resources and tools created in 2016 will continue to be made available to the public. These include content on www.saskatoon.ca/financialfuture, and a video series to help inform citizens on a variety of budget topics including how the City budget works, how municipal tax

differs from Federal and Provincial tax, and what contributes to property tax increases. Additional videos may be produced.

Communications Plan

The Shaping our Financial Future Online Citizen Budget and various engagement opportunities would be promoted through news media, website advertising on saskatoon.ca and Shaping Saskatoon, social media posting on Twitter and Facebook, City Page advertisement, advertisements to various organizations and community groups (Community Associations, business leaders, etc.), posters at the leisure facilities, and libraries, etc. Electronic artwork and social media messages would be provided to the Mayor and City Councillors to share with their constituents.

Policy Implications

There are no policy implications at this time. However, during the preparation of the 2017 Business Plan and Budget, the Administration may propose various policy changes for consideration of the Governance and Priorities Committee and/or City Council.

Due Date for Follow-up and/or Project Completion

The Administration will provide regular updates to the Governance and Priorities Committee and/or City Council. The preliminary 2017 Business Plan and Budget is scheduled to be tabled at the November 21, 2016, Governance and Priorities Committee meeting.

Public Notice

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

Attachment

The 2017 Business Plan and Budget Process (April 18, 2016).

Report Approval

Written by: Mike Jordan, Director of Government Relations

Approved by: Murray Totland, City Manager

The 2017 Business Plan and Budget Process (GPC April 18, 2016)

The 2017 Business Plan and Budget Process

[1] Introduction

In February 2015, the City of Saskatoon created an administrative committee to manage the 2016 Business Plan and Budget process, called the Business Plan and Budget Coordination Committee. In January 2016, the Committee was directed to continue and coordinate the implementation of the 2017 Business Plan and Budget Process. The primary objective of this internal committee is to lead and coordinate the entire process. The Committee reports directly to the City's Leadership Team, and through the City Manager, to the Governance and Priorities Committee. The process includes various phases that will focus on different elements of the business planning and budgeting process.

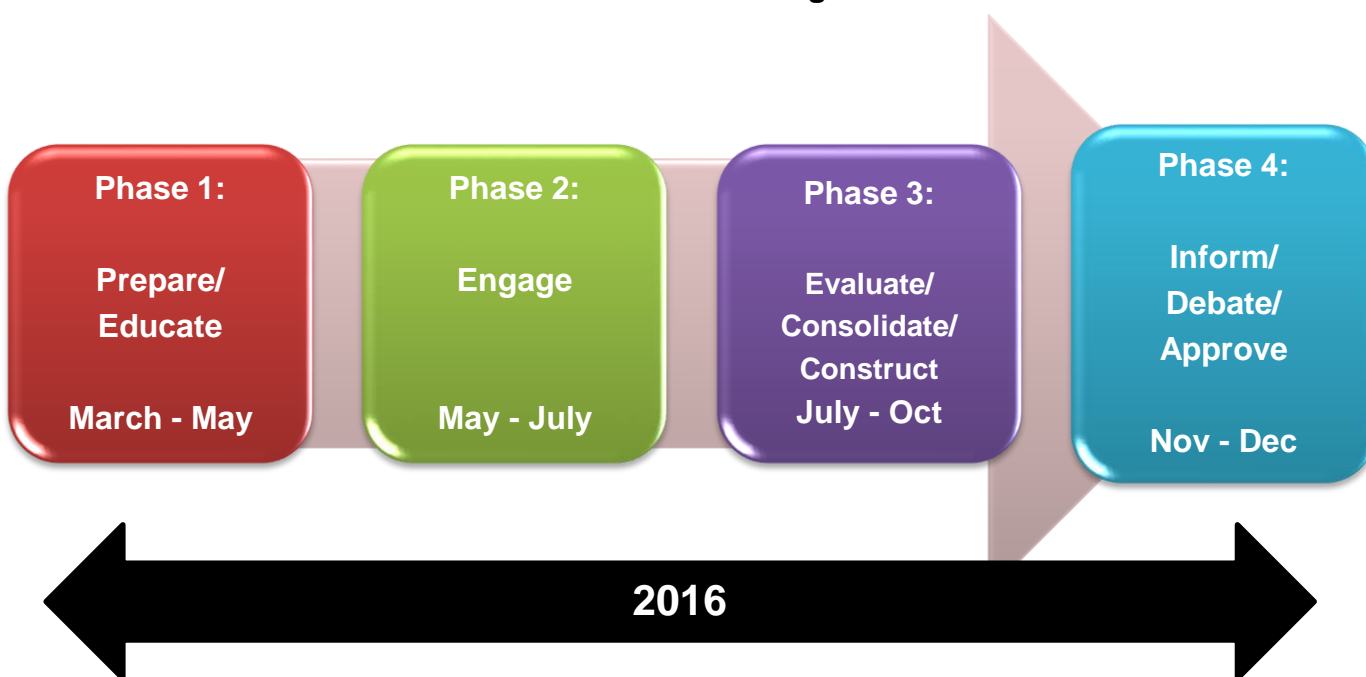
[2] Components/ Phases

Figure 1 illustrates the four phases or components of the 2017 Business Plan and Budget process. The 2017 process is being adjusted to reflect the timing of the 2016 Municipal Election.

Although the phases are distinct, and each one will have a primary focus during different months of the year, there will be some overlap. For example, engagement will be included during each phase, but it will receive greater emphasis in Phase 2. Education will also figure prominently in all phases, but will receive special emphasis in Phase 1.

FIGURE 1:

Phases of the Business Plan and Budget Process



Phase 1: Prepare/Educate

- This phase is currently underway and includes the preparation of background information, research of fiscal and public policy issues, and the development of public education and engagement tools.
- This phase also includes an economic review of 2015, and outlook for 2016 and 2017 to get a sense of the economic climate.
- This phase also includes the launch of the new budget process.

Phase 2: Engage

- This phase is where the engagement process begins. It will include the use of broad engagement tools (e.g., Civic Services Survey, and an online budget tool) to get the community's input on general issues related to the 2017 Business Plan and Budget.
- This phase would also include the opportunity for City Council to have direct input from citizens.

Phase 3: Evaluate/Consolidate/Construct

- During this phase, Administration would evaluate and utilize public feedback to help construct the 2017 Business Plan and Budget.
- During this phase, the Administration will work to consolidate all budget inputs and finalize the 2017 Business Plan and Budget.
- This phase will also include the development of interactive public engagement tools.

Phase 4: Inform/Debate/Approve

- During this phase, the Administration will table the proposed 2017 Business Plan and Budget at the November 21, 2016, Governance and Priorities Committee meeting.
- This phase also includes City Council's deliberations on the 2017 Business Plan and Budget and will include any adjustments that City Council makes to the Business Plan and Budget.

Federal Infrastructure Funding Strategy

Recommendation

That the Governance and Priorities Committee recommend to City Council:

1. That the proposed New Building Canada Fund (NBCF) and the Growing the Middle Class Infrastructure Plan (GMCIP) strategy be approved in principle;
2. That it be resolved that City Council support the application for a Provincial-Territorial Infrastructure Component grant from the NBCF for:
 - a. Drinking Water Infrastructure for construction of:
 - a northeast reservoir; and
 - clarifiers within the existing Water Treatment Plant;
 - b. Wastewater Infrastructure for construction of:
 - a fourth digester tank at the Wastewater Treatment Plant; and
 - new headworks at the Wastewater Treatment Plant;
3. That City Council agrees to: meet legislated standards, meet the terms and conditions of the Provincial-Territorial Infrastructure Component program, conduct an open tendering process, manage construction of the project, fund the municipal share of the construction cost, fund ongoing operation and maintenance costs, and follow any mitigation measures as required by the *Canadian Environmental Assessment Act* and *The Environmental Assessment Act (Saskatchewan)*; and
4. That the Administration reallocate the City of Saskatoon's source of funding from the NBCF potentially approved projects listed above to projects under the GMCIP as the City's share of the funding contribution.

Topic and Purpose

The purpose of this report is to outline new information about the NBCF and GMCIP. In addition, this report will propose a funding strategy in which the Administration will proceed with in providing future recommendations regarding these infrastructure plans.

Report Highlights

1. The 2016 federal budget announced the first phase of the federal government's plan to invest more than \$120 billion in infrastructure over ten years.
2. The City of Saskatoon (City) has \$40.76 million in NBCF which has yet to be allocated.
3. The GMCIP is anticipated to allocate \$17 - \$18 million to the City under the Public Transit Infrastructure program. Details regarding the Social and Green Infrastructure programs to the City are unknown at this time.

Strategic Goal

This report supports the strategic goal of Asset and Financial Sustainability by demonstrating that the City's planning is inspired by the idea that "we invest in what matters." The financial and physical resources under the City's care are used to address the needs of citizens today and tomorrow – focused on the long-term goal to manage the City in a smart, sustainable way.

Background

At its February 22, 2016 meeting, the Governance and Priorities Committee considered a report that addressed both existing and emerging federal infrastructure funding programs. The report also indicated that the Administration would present a capital prioritization process to the Governance and Priorities Committee following the release of the 2016 federal budget.

Report

Federal Budget

On March 22, 2016, the Government of Canada released its budget for the 2016/17 fiscal year, titled "Growing the Middle Class." The budget announced a total of \$11.9 billion in new infrastructure funding over the next five years, largely for the repair and maintenance of existing infrastructure. Attachment 1 provides a detailed review of this new infrastructure funding.

This new funding is for Phase of 1 of the federal government's broader plan to invest more than \$120 billion in infrastructure projects over the next ten years, as follows:

- \$60 billion from new infrastructure programs announced in Budget 2016; and
- \$60 billion from existing infrastructure programs (NBCF, Gas Tax and GST rebates).

Phase 1 funding will focus on asset rehabilitation in public transit, green and social infrastructure. The focus under Phase 2 will be on ambitious projects that will reduce urban transportation congestion, improve and expand trade corridors, and reduce the carbon footprint of the national energy system.

The Administration is unsure of how much funding the City will receive from the new infrastructure funding (see Attachment 1 for possible estimates). However, under the existing funding programs, the City will receive the following:

- \$70.2 million from the NBCF, which is funded equally (\$35.1 million each) from the provincial and federal governments. At its meeting held on June 22, 2015, City Council resolved that \$29.44 million of the funding be allocated to the Boychuk Drive and Highway 16 interchange. This leaves approximately \$40.76 million to be allocated in the future. The City will be required to provide its one-third share of \$20.38 million in order to take advantage of this remaining NBCF funding.

- \$12.6 million in Gas Tax funding in 2016, with an increasing allocation annually. This funding has been fully incorporated into the City's Major Transportation Funding Plan, which goes towards projects such as Circle Drive South, North Commuter Parkway and Traffic Bridge, and the Civic Operations Centre.
- GST rebates (\$22.7 million in 2015) which are used towards offsetting operational and capital costs as a GST rebate is claimed monthly.

It is anticipated that program details, including project criteria, for Phase 1 of the new funding will be rolled out within the next few months.

New Building Canada Fund Strategy

As identified in the previous section, the City has been allocated a total of \$70.2 million of which \$40.76 million has yet to be allocated under the NBCF. Under previous federal and provincial funding programs, the City has implemented a reallocation strategy in which funded eligible projects are submitted for approval. Once approved, the federal funding is used on the approved project, while the original source of funding is placed into a reallocation pool to be used as general funding for priority projects as approved by City Council. This approach has two benefits to the City:

- The City is able to complete already identified and needed infrastructure projects with federal and provincial funding as matching funds are readily available.
- The reallocation of previously allocated funds create a general pool which the City can allocate to projects of the highest priority without restrictions.

Under the City's Capital Plan, there are several funded projects which would be eligible under the NBCF, including construction of:

- a fourth digester tank at the Wastewater Treatment Plant by 2018;
- a northeast sector reservoir by 2022;
- additional clarifiers within the existing Water Treatment Plant by 2021 - 2023; and
- new headworks at the Wastewater Treatment Plant by 2024.

This strategy would create an additional \$40.76 million in general funding to be allocated to priority projects as selected by City Council at a future date without limitation or matching funding required.

Growing the Middle Class Infrastructure Plan

As previously identified in this report, Phase 1 of the GMCIP will focus on the rehabilitation of assets under the following three categories:

- Public Transit Infrastructure (\$3.4 billion over 3 years)
- Green Infrastructure (\$5.0 billion over 5 years)
- Social Infrastructure (\$3.4 billion over 5 years)

Under the Public Transit Infrastructure portion of the plan, the Administration anticipates the City will receive \$17 - \$18 million from the Federal Government under this plan (\$34 - \$36 million total project value). However, the City will need to be able to provide matching funds. Within the current Major Transportation Infrastructure Funding Plan are allocations to bus replacements, as shown below:

	2017	2018	2019	2020	2021
Bus Purchases (in millions)	\$5.0	\$5.0	\$5.0	\$3.2	\$3.2
Current Funding Source	Gas Tax	FP*	FP*	FP*	FP*

* FP = Funding Plan/Borrowing

The proposed strategy would be to utilize the funding plan to cover the City's 50% required contribution. This would involve reallocating the Gas Tax funding in 2017 to another eligible project in order to utilize reallocated funds as a matching contribution, as Gas Tax funds are not eligible. This strategy would allow funding to become available to cover eligible transit projects such as:

- bus replacements;
- Bus Rapid Transit planning and design; and
- replacement bus shelters and benches.

Less information is currently known on the Green and Social Infrastructure programs as its implementation is over a longer period, and Saskatchewan's allocation is unknown at this time. Once more information is known, a report will be presented which will outline potentially eligible projects and funding strategies.

As of today, potentially eligible projects under these two funds may include:

Social Infrastructure	Green Infrastructure
Play structure replacements	Water distribution lead pipe replacement
Fire hall replacements	Major solar initiatives
Major recreational facility improvements	Recovery Park
Community redevelopments	Green energy projects

Options to the Recommendation

City Council can choose to support an alternative funding strategy which may include applying for different projects. This option was not considered as it may require additional borrowing if the City does not have matching funds readily available. A reallocation approach reduces the need for additional borrowing as already funded projects are being applied for. Any borrowing would be within the City's approved debt limit.

Other Considerations/Implications

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

Neither public and/or stakeholder involvement or a communication plan is required.

Due Date for Follow-up and/or Project Completion

The Administration will report back to City Council once:

- more information is known regarding the GMCIP;
- applications for projects are ready to be submitted for the NBCF or GMCIP; and
- projects are ready to be prioritized to be used for the reallocation pool, which will be created from the NBCF strategy identified within the report.

Public Notice

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

Attachment

1. An Overview of Federal Infrastructure Funding

Report Approval

Written by: Clae Hack, Director of Finance
Mike Jordan, Director of Government Relations
Reviewed by: Kerry Tarasoff, CFO/General Manager, Asset and Financial
Management Department
Approved by: Murray Totland, City Manager

Federal Infrastructure Funding Strategy_April 2016.docx

An Overview of Federal Infrastructure Funding

[1] Introduction

On March 22, 2016, the Government of Canada released its budget for the 2016/17 fiscal year. While the Budget 2016, “Growing the Middle Class,” contains several new initiatives, the most important ones for the City of Saskatoon (City) pertain to infrastructure.

Specifically, Budget 2016 announces a total of \$11.9 billion in new infrastructure funding over the next five years, largely for the repair and maintenance of existing infrastructure. This funding is part of the first phase of the new federal government’s election campaign commitment to make an additional \$60 billion infrastructure investment over ten years. The remaining \$ 48.1 billion will be allocated in the second phase of the plan, which will focus on larger, longer term infrastructure projects.

This new infrastructure funding commitment announced is in addition to the \$60 billion infrastructure investment made by the previous federal government through the Building Canada Plan. The new funding combined with the previous funding is expected to result in a total investment of more than \$120 billion over the next 10 years.

To avoid confusion and to distinguish between the new infrastructure funding (meaning that announced in Budget 2016) and the existing infrastructure funding (meaning that announced in previous federal budgets) the following terminology will be used:

- Growing the Middle Class Infrastructure Plan (GMCIP) refers to the new funding; and
- Building Canada Plan (BCP) refers to the existing funding.

Given this important distinction, the purpose of this report is to provide an overview of the GMCIP including what it contains, how the funding is distributed (and/or allocated), and what types of projects may be eligible for funding. The major points that emerge in this section are (a) the asymmetrical treatment of different infrastructure funds; and (b) the lack of detail on program criteria and project eligibility.

The document then proceeds to identify the key issues that need to be addressed before the City can clearly determine what projects to submit for federal funding under the GMCIP. Essentially, the largest issue that needs to be addressed is what role the provinces will play in the process.

Finally, the report concludes by addressing the key changes made to the existing infrastructure programs contained within the existing BCP. Although the changes are relatively minor, they do have the potential to provide some benefit to the City.

[2] What is contained in the GMCIP?

As noted in the introduction, Budget 2016 provides \$11.9 billion in new infrastructure funding over the next five years for the repair and maintenance of existing infrastructure. The funding is allocated across three major infrastructure categories:

- Public Transit Infrastructure;
- Green Infrastructure; and
- Social Infrastructure.

However, the investment and the timeframe of this investment are not distributed equally among the three categories. Table 1 provides an overview of how the funding is broadly distributed among these three categories.

Table 1: Phase 1 Funding of Growing the Middle Class Infrastructure Plan

Infrastructure Fund	Funding	Timeframe
Public Transit Infrastructure	\$3.4 billion	3 years
Green Infrastructure	\$5.0 billion	5 years
Social Infrastructure	\$3.4 billion	5 years

**Source: Growing the Middle Class, 2016/17 Federal Budget*

As the table illustrates, Public Transit Infrastructure funding is provided over three years, while the other two components are provided over five years.

It is important to note that none of the infrastructure funds in the GMCIP are dedicated to traditional transportation infrastructure projects, such as roads and bridges.¹ The presumption is that traditional transportation-type projects are only eligible under the infrastructure funds contained within the existing BCP.²

It is also important to note that not all of the new funding in the GMCIP is exclusively dedicated to municipalities. As illustrated in Table 2 (following page), with the exception of Public Transit Infrastructure, the funding for Green Infrastructure and Social Infrastructure is shared among municipal governments, provincial governments, First Nations, and other community based organizations. This potentially means that in Phase 1, there will be a competition for funding among several organizations. Subsequent sections of this document address this point in more detail.

¹ Budget 2016 does provide an additional \$255 million over two years to the First Nations Infrastructure Fund to support road and bridge infrastructure in First Nations communities. See "Growing the Middle Class," at <http://www.budget.gc.ca/2016/docs/plan/budget2016-en.pdf>, page 143.

² In this case, it would include funds such as the Building Canada Fund and the Gas Tax Fund.

Table 2: Phase 1 Program Funding Growing the Middle Class Infrastructure Plan

Infrastructure Fund	Funding*	Municipal Eligibility
Public Transit Infrastructure	\$3.4 Billion	
Public Transit Fund	\$3.4 Billion	Yes
Green Infrastructure	\$5.0 Billion	
Clean Water & Wastewater Fund	\$2.0 Billion	Yes
Climate Mitigation/Adaptation	\$518.0 Million	Unknown
Green Municipal Fund	\$200.0 Million	Yes
Capacity Building	\$50.0 Million	Yes
First Nations Water/Wastewater	\$2.24 Billion	No
Social Infrastructure	\$3.44 Billion	
Housing	\$2.30 Billion	
Investments in Affordable Housing	\$504.4 Million	Unknown
Seniors Housing	\$200.7 Million	Unknown
Housing Energy Retrofits	\$573.9 Million	Unknown
Shelters for Violence Victims	\$89.9 Million	Unknown
Homelessness Partnering Strategy	\$111.8 Million	Unknown
Rental Housing Construction	\$85.7 Million	Unknown
First Nations Housing	\$739.0 Million	No
Culture & Recreation	\$342.2 Million	
Canada Cultural Spaces Fund	\$168.2 Million	Unknown
Canada 150 Infrastructure Fund	\$150.0 Million	Yes
National Historic Sites	\$20.0 Million	Unknown
Enabling Accessibility Fund	\$4.0 Million	Unknown
Early Learning & Child Care	\$500.0 Million	Unknown
Other First Nations	\$300.0 Million	No

**Totals may not add due to rounding.*

[3] How will the GMCIP funding be allocated?

In general, program criteria and project eligibility have yet to be determined for most of the programs listed in Table 2. However, the first phase of this new infrastructure funding is to be generally dedicated to the repair and maintenance of existing infrastructure. In some cases, the funding may be used for the planning of larger, longer-term, new infrastructure projects. This may mean that the City could utilize funding from the Public Transit Fund to undertake planning work for the development of a Bus Rapid Transit system.

That said, Budget 2016 makes some general commitments with respect to the federal government's contribution, eligible costs, and the funding allocations for some of the programs contained in the GMCIP. Specifically, Budget 2016 commits that the federal

April 1, 2016

funding contributions will increase to 50 percent of total eligible costs for projects funded by the new Public Transit Fund and Clean Water and Wastewater Fund. Budget 2016 provides additional details on these two funds, which are described below.

Public Transit Fund

- Phase 1 funding will be delivered to existing transit systems, with funding based on 100 percent of existing ridership.
- Using this formula, Budget 2016 indicates that Saskatchewan's allocation will be \$29 million. It is estimated that the City could be allocated between \$17 - \$18 million.³
- The federal government will fund up to 50 percent of eligible costs including repair and refurbishment of existing systems, and planning for expansion projects for the expansion of the transit system.

Clean Water & Wastewater Fund

- Provides \$2 billion over four years for a dedicated Clean Water and Wastewater Fund for immediate improvements to water distribution and treatment, including upgrades required to meet federal wastewater regulations.
- The federal government will fund up to 50 percent of eligible costs for projects under the Clean Water and Wastewater Fund.
- Funding will be allocated to provinces and territories using the traditional base plus per capita formula.
- Over the duration of the program, each province and territory will receive a base amount of \$50 million plus a per capita allocation. There is no specific allocation to municipalities.
- Under this formula, it is estimated that Saskatchewan will receive approximately \$90 - \$95 million from this fund.⁴ Again, it is not known how this funding will be allocated to municipalities.
- Eligible projects are to be prioritized by provinces and territories in collaboration with local governments.

Program design, criteria, and funding allocations for other programs contained with the Green Infrastructure Fund are unknown. These details are to be developed in the coming months.

³ Based on Saskatoon's provincial ridership share of approximately 63% in 2014.

⁴ Authors calculations, using Saskatchewan's share (3.2%) of Canada's population.

Similarly, program design, criteria, and funding allocations for several programs within the Social Infrastructure component are unknown. This information is expected to be developed in the coming months.

[4] What are the outstanding issues with respect to the GMCIP?

Given that Budget 2016 was released less than a month ago, it is understandable that not all of the program details for the GMCIP would be fully developed at this time. As subtly noted in the preceding sections of this document, there are still several outstanding issues that need to be resolved before the City can fully determine what GMCIP programs it may be eligible to receive funding for. Primarily, these issues are related to the timing of the funding, the intake and approval process, program criteria and design, and project eligibility.

However, by far, the most significant issue to sort out is what, if any, role will the provinces have in the process. There are several questions that need to be addressed on this issue:

- Will the provinces have a role in prioritizing and approving projects?
- Will they have a role in program criteria, design, and project eligibility?
- What projects will the province financially participate in?
- What will be the provincial share, if any, of funding for these projects?

The last two points are important as it will determine what the City's share of project funding will be. With the exception of some affordable housing programs, Budget 2016 does not dictate what the provincial funding share will be for the infrastructure programs in the GMCIP. It only indicates that federal share for transit fund and the clean water and wastewater fund is up to 50 percent of eligible costs. As such, the province could choose any share amount between 0 and 50 percent share of funding. Traditionally, the provinces have provided a one-third share of funding for most infrastructure projects, but that is for projects where the funding share is distributed equally among all orders of government (meaning one-third each).

[5] Changes to Existing Infrastructure Programs

Budget 2016 maintains the existing funding framework for federal infrastructure programs contained with the BCP, but makes some important changes that are worth noting as well:

- Budget 2016 maintains approximately \$3 billion annually in dedicated funding for municipal infrastructure projects through the existing Gas Tax Fund and the incremental Goods and Service Tax Rebate for Municipalities.

- It accelerates funding from the \$9 billion remaining in the New Building Canada Fund's Provincial-Territorial Infrastructure Component and other existing infrastructure programs.
- It transfers remaining uncommitted funds from older federal infrastructure programs to municipalities through the Gas Tax Fund in 2016/17 in order to ensure funds are directed towards municipal infrastructure priorities in the near term. However, the details are unknown at this time.

It is important to note that for projects under the Building Canada Fund, Provincial-Territorial Infrastructure Component, the federal government is maintaining the one-third funding share among all orders of government.

Cheshire Homes of Saskatoon – Nominee to Board of Directors

Recommendation

That the Governance and Priorities Committee recommend to City Council:

1. That Mr. James Nechiporenko be appointed as the City of Saskatoon's nominee to the Board of Directors of Cheshire Homes of Saskatoon (Cheshire Homes), and that he be authorized to vote the membership interest and execute all documents on behalf of the City of Saskatoon (City) as necessary to formalize the minutes of the Cheshire Homes Annual General Meetings for a term of three years, expiring at the conclusion of the Annual General Meeting in May 2019; and
2. That the City Clerk advise Cheshire Homes of the appointment of the City's nominee.

Topic and Purpose

The purpose of this report is to obtain the Governance and Priorities Committee's approval of Mr. Nechiporenko's nomination to the Board of Directors of Cheshire Homes of Saskatoon.

Report Highlights

1. Mr. Hyland's term on the Board of Directors of Cheshire Homes is expiring, and the Administration is recommending that Mr. Nechiporenko be appointed as the City's nominee.

Strategic Goal

This report supports the long-term strategy of supporting community-building under the Strategic Goal of Quality of Life.

Background

In the early 1970s, the City sold a parcel of land to Cheshire Homes on the condition that the land be used "...exclusively for the care of young, physically handicapped persons, on a non-profit bases...." In February 1973, Cheshire Homes invited the City to appoint a representative to its Board of Directors.

Report

Mr. Daryl Hyland, Accounting Coordinator, Saskatoon Fire Department, has served as City Council's nominee to the Board of Directors of Cheshire Homes for the past three years. Mr. Hyland's term will lapse on May 24, 2016.

Mr. Nechiporenko, Budget and Financial Analyst, Finance Division, has volunteered to be the City's representative, replacing Mr. Hyland, subject to City Council approval.

Options to the Recommendation

City Council could choose to appoint another nominee to the Board of Directors; however, it is the Administration's view that a civic employee with a financial background be appointed in order to represent the City's interest on the Board.

Public and/or Stakeholder Involvement

The current Cheshire Homes Board has been involved in the process and supports the recommendation of Mr. Nechiporenko to a position on its Board.

Communication Plan

The Board and residents will be notified of City Council's decision at the Annual General Meeting to be held on May 24, 2016.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Going forward, this appointment will take place during the regular appointment process for all Boards and Committees.

Public Notice

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

Report Approval

Written by: Kerry Tarasoff, CFO/General Manager, Asset & Financial
Management Department
Approved by: Murray Totland, City Manager

Cheshire Homes_Nominee to Board.docx

Growth Plan to Half a Million

Recommendation

That the Governance and Priorities Committee forward the report from the General Managers of Community Services, Transportation and Utilities, Corporate Performance, and Asset and Financial Management Departments to City Council recommending:

1. That City Council recognize and approve, in principle, the long-term benefits of the vision and key directions of the Growth Plan to Half a Million;
2. That the Growth Plan to Half a Million be implemented in a phased, incremental approach, requiring specific recommendations for action in ten-year increments;
3. That the Administration report back with an implementation plan for the period of 2017 to 2026; and
4. That the Administration be instructed to bring forward specific reports on any actions related to overall plan implementation.

Topic and Purpose

This report and accompanying presentation recommends approval, in principle, for the Growth Plan to Half a Million and proposed implementation priorities for Corridor Growth, Transit, and Core Area Bridges.

Report Highlights

1. The Growth Plan to Half a Million (Growth Plan) will guide the City of Saskatoon's (City) growth for transportation, transit, and land-use planning to accommodate a population of half a million people.
2. Without the Growth Plan, economic and community impacts of continuing the current growth patterns are expected to include increased traffic congestion, declining levels of transit service, longer commutes, and higher infrastructure costs, among others.
3. The Growth Plan outlines eight key directions to guide transportation, transit, and land-use planning to accommodate a population of half a million.
4. A ten-year action plan will be created to guide the implementation of the Growth Plan and will be brought to City Council for approval in early 2017.

Strategic Goals

The development of the Growth Plan supports a number of strategies and priorities for the City's Strategic Goals of Asset and Financial Sustainability, Sustainable Growth, Moving Around, and Environmental Leadership by enhancing the range of choices for Moving Around and providing a new model for growth that more effectively utilizes infrastructure.

Growth Plan to Half a Million

Background

In 2011, the Saskatoon Speaks process concluded. The Community Vision reflected on the stated values of the community with respect to the environment, moving around, and quality of life, among others.

At its February 6, 2012 meeting, City Council adopted the Strategic Plan based on the Community Vision. One of the main four-year priorities for the Strategic Goal of Sustainable Growth was to implement the Growth Plan (formerly called the Integrated Growth Plan).

These events established the framework for the Growth Plan as a key-enabling document for Saskatoon Speaks and the Strategic Plan. The directions of the Growth Plan will provide guidance for civic investments in infrastructure and support programs over the short, medium, and long term that will shape growth patterns and increase transportation choices, in order to achieve the social, economic, and environmental aspirations of the community.

Development of the Growth Plan began in 2013 with Urban Systems Ltd. awarded the Transit Plan; Rapid Transit Business Case; Core Area Bridge Strategy; and the Nodes, Corridors, and Infill Plan. Supporting initiatives include the Employment Areas Study, Water and Sewer Servicing, Financing Growth, and Transportation Network, as well as the Active Transportation Plan.

Major Public Engagement Events

Four rounds of major public engagement have occurred for the Growth Plan. A report, titled “Growth Plan Summit: Growth Plan to Half a Million Engagement Process and Results” was received at the March 14, 2016 Governance and Priorities Committee meeting and outlined the details of the public engagement process.

Report

What is the Vision of the Growth Plan?

The Growth Plan will help shape growth patterns and increase transportation choices by focusing on fundamental shifts through the main initiatives of Corridor Growth, Transit, and Core Bridges. Combined with existing plans for the transportation network and emerging plans for Active Transportation and Employment Areas, these initiatives will set the stage for a new growth model for Saskatoon as it grows to a population of half a million. Fundamentally, the Growth Plan is about urbanizing existing areas of the city along our major transportation corridors to make complete communities in areas that are well served by a variety of high-quality transportation options. Focusing growth in this manner creates more choices for residents in how they move around and where they live.

It should be recognized that the Growth Plan is a long-term strategic planning document and, as such, is not intended to address site-specific or corridor-specific issues. Rather, it is intended to present a package of actions that, when implemented over time, will

Growth Plan to Half a Million

help the City achieve its strategic vision. Attachment 1 outlines the growth assumptions upon which the Growth Plan has been developed.

What is At Risk?

Over the next 30 to 40 years, if the City keeps on the same path of outward focused growth, the need to extend city boundaries and infrastructure will increase. Existing major corridors will remain largely car-oriented commercial strips with limited choices for residential options, requiring the accommodation of more residential growth in outer neighbourhoods. In addition, roads will need to be extended further out, making commutes longer. This will result in higher traffic volumes, which will mean more delays and congestion.

Continuing to invest at a similar rate in the current type of transit system will result in declining levels of service, as service increases will not keep pace with population growth. This will result in service that may not be effective for many riders, and is unlikely to attract significant new ridership.

If residents continue to make the same transportation choices as they are making today, with over 84% of trips made using personal vehicles, and between 12% to 16% of trips made using transit, walking, and cycling, based on the 2011 National Household Survey and the 2013 Saskatoon Household Travel Survey respectively, our roads will become more congested, with both economic and community impacts.

Additional roadway capacity would be required, meaning potential right-of-way expansions in existing areas; however, to a large degree, the City will not be able to build its way out of this congestion. Attachment 2 outlines, in more detail, the impact on the transportation network of not shifting the mode split.

When all of these factors are looked at in combination, it doesn't match the future as envisioned by the community. The City can also look to the experiences of other cities where this scenario has previously played out and those cities are now struggling to address much larger problems.

Key Directions to Accommodate a Population of Half a Million

The Growth Plan lays out a new framework for growth, based on the following key directions. See Attachment 3 for a more detailed description:

- 1) focus growth and enable redevelopment along Saskatoon's major corridors, with the goal of creating complete communities along these corridors;
- 2) support the development of strategic infill sites consisting of the Downtown, North Downtown, and the University of Saskatchewan's endowment lands to achieve infill targets;
- 3) provide a robust transportation network that includes opportunities for all modes of transportation;

Growth Plan to Half a Million

- 4) create a range of enhanced transit services over time to meet a variety of needs;
- 5) implement rapid transit facilities and services along the city's major corridors as demand grows to support projected ridership;
- 6) use a range of operational methods to enhance the speed and reliability of transit services, including traffic management interventions where necessary;
- 7) acknowledge the need for future additional river-crossing capacity within Circle Drive to serve anticipated travel demand and consider this alongside methods to increase the "people-carrying capacity" of all bridges; and
- 8) recognize that the supporting initiatives of the Financing Growth Strategy, the Employment Areas Study, and the Active Transportation Plan are also important components to achieving this vision.

Attachment 4 is the Growth Plan Summary Report, which outlines the overall approach and recommendations for growth to half a million.

What Are the Next Steps?

A report outlining Capital Project 2541: Growth Plan to Half a Million Implementation will be brought forward for consideration during the 2017 Business Plan and Budget Deliberations.

A ten-year action plan will be created to guide the implementation of the Growth Plan. This action plan will be created by the interdepartmental steering committee and will include short-, medium-, and long-term actions. It will be brought back to City Council for approval in early 2017 and will lay out the necessary funding that will be required for implementation.

The Growth Plan is a dynamic document that will need to be responsive to changing conditions over time. Annual reports and approvals for project implementation will allow for project adjustments as necessary.

Options to the Recommendation

City Council could choose to not approve the Growth Plan. The Administration does not recommend this approach, as the Growth Plan represents an integrated, proactive approach to planning for a successful city of 500,000 people. It combines practical strategies for incremental change over time, guided by an aspirational vision resulting from engagement with a broad spectrum of residents and stakeholders over the past two years. Each component of the plan is reliant on the remaining core initiatives.

Approval of the key directions contained in the Growth Plan will be a significant factor in achieving many of the strategic priorities identified in City Council's Strategic Plan. Growth and change in the city will occur with or without the Growth Plan, however;

Growth Plan to Half a Million

approval of the Growth Plan will allow for it to be directed strategically in order to achieve the desired outcomes.

Public and/or Stakeholder Involvement

Public and stakeholder engagement have been continuous throughout the project, primarily at key project milestones. Please refer to the report “Growth Plan Summit: Growth Plan to Half a Million Engagement Process and Results,” which was received at the March 14, 2016 Governance and Priorities Committee meeting.

Communication Plan

Following consideration of this report, City Council’s decision will be communicated to the media via Public Service Announcements and to stakeholders via email. The project website www.growingfwd.ca will also be updated.

As the Growth Plan is implemented, there will be extensive communication and engagement. A full communication plan is being prepared for further project work.

Financial Implications

The high-level implications of addressing the core initiatives of the Growth Plan are addressed in Attachment 5. Detailed costs for each implementation project will be developed and presented to City Council on a project-by-project basis. Capital Project 2541 (Growth Plan to Half a Million Implementation) was first approved during the 2016 budget process. Adjustments to 2017 and beyond will be made as part of the submission to the 2017 budget process.

Policy Implications

There are policy implications resulting from the Growth Plan. As part of the first action plan, the Administration will prepare an overview of the policy implications, in addition to preliminary policy and bylaw amendments.

Other Considerations/Implications

There are no environmental, privacy, or CPTED implications or considerations at this time.

Due Date for Follow-up and/or Project Completion

A report outlining Capital Project 2541: Growth Plan to Half a Million Implementation will be brought forward for the 2017 Business Plan and Budget Deliberations. Following this, an action plan for the ten-year period from 2017 to 2026 will be developed and brought back to Committee and City Council in early 2017.

The Administration will bring forward specific reports on actions related to plan implementation, whether they be interim measures for 2016; actions contained within the first ten-year plan, 2017 to 2026; or new plans or studies related to significant actions that may be implemented beyond 2026.

The Administration will prepare and provide yearly implementation reports to identify upcoming projects and initiatives allowing for refinements. During the Annual Business Plan and Budget process, City Council will provide final direction via budget allocations.

Growth Plan to Half a Million

In response to requests for further information resulting from the Growth Plan Summit, the following requests are addressed in attachments to this report:

- Further information regarding data and growth projections used in the Growth Plan is addressed in Attachment 1; and
- The Administration has provided further information on the estimated infrastructure costs associated with achieving the equivalent level of service for transportation without the modal share assumptions embedded in the Growth Plan in Attachment 2.

The remaining requests will be addressed as follows:

- A presentation on the current structure and plans for the future of SaskTel Centre will be made during the April 18, 2016 Governance and Priorities Committee meeting;
- Further information on the proposed modal share for active transportation will be presented, along with the final report on the Active Transportation Plan, in May/June 2016; and
- Report back on increased costs to maintain the roadways based on usage resulting from the area of the city in which citizens reside will be in Fall 2016.

Public Notice

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

Attachments

1. Growth Assumptions in the Growth Plan to Half a Million
2. Future Transportation Network
3. Key Directions to Accommodate Growth to Half a Million
4. Growth Plan Summary Report
5. High-Level Financial Implications

Report Approval

Written by: Lesley Anderson, Project Manager, Growing Forward! Shaping Saskatoon
Jennifer Pesenti, Marketing Coordinator, Special Projects

Reviewed by: Alan Wallace, Director of Planning and Development
Angela Gardiner, Director of Transportation
James McDonald, Director of Transit

Approved by: Randy Grauer, General Manager, Community Services Department
Jeff Jorgenson, General Manager, Transportation and Utilities Department
Catherine Gryba, General Manager, Corporate Performance Department
Kerry Tarasoff, General Manager, Asset and Financial Management Department
Murray Totland, City Manager

S/Reports/2016/PD/GPC – Growth Plan to Half a Million/ks
FINAL/APPROVED – M. Totland – April 12, 2016

Growth Plan to Half a Million

Growth Assumptions in the Growth Plan to Half a Million

Growth Assumptions in the Growth Plan

Long-range plans like the Growth Plan to Half a Million (Growth Plan) are meant to guide development toward a population horizon (500,000), as opposed to a time horizon. The Growth Plan's key directions and principles would serve to guide how the City of Saskatoon (City) plans and develops to accommodate a population of 500,000 within the boundaries of the city. However, when we might reach that population horizon is a function of growth; how fast or slow we grow into the future will determine when we reach the population horizon of the plan.

Saskatoon's growth over the last decade has been significant, with overall population growth of almost 10% or 1.7% on average per year between the 2006 census and the 2011 census (Source: Federal Census). In the 2011 to 2015 period, annual growth was higher, averaging 2.9% (Source: Statistics Canada Annual Demographic Estimates). That type of growth is not expected to be sustained over a long period.

For the purposes of the Growth Plan, a number of future growth rate assumptions were made in order to establish a projected future condition. Based on recent growth trends and population projections, a 2.5% annual growth rate establishes an upper bound or the fastest limit for the Growth Plan time horizon. Similarly, using the long term historical annual average growth rate of 1.3%, a lower bound or slowest limit for the Growth Plan time horizon can be established. Going forward from our current population as estimated by Statistics Canada (2015 – 258,068), a 1.3% growth rate would see the city reach 500,000 in about 50 years. At an average annual growth rate of 2.5%, we would reach the population horizon in about 25 years.

How Will Population Growth Affect Implementation?

As the Growth Plan moves into implementation, it is assumed that the recommended investments in community infrastructure would occur as population thresholds are achieved over time, as opposed to in any particular year. While projects have been identified in the implementation plan as short-term (0 to 5 year), medium-term (5 to 10 year) or long-term (10+ years) initiatives, this is for guidance purposes only and to give a sense of the priority of relative projects. It will be necessary to evaluate the growth rate over time and appropriately phase the projects to align with the growth.

Population Projections for 2012 to 2032

The City monitors, forecasts, and projects the city population. The City of Saskatoon & Saskatoon Census Metropolitan Area Population Projection 2012-2032 (Projection), prepared by the City, explored population projections for the future. Projections assist City Council and the Administration in developing its policy framework, long-range plans, and in forecasting future municipal servicing needs and land consumption.

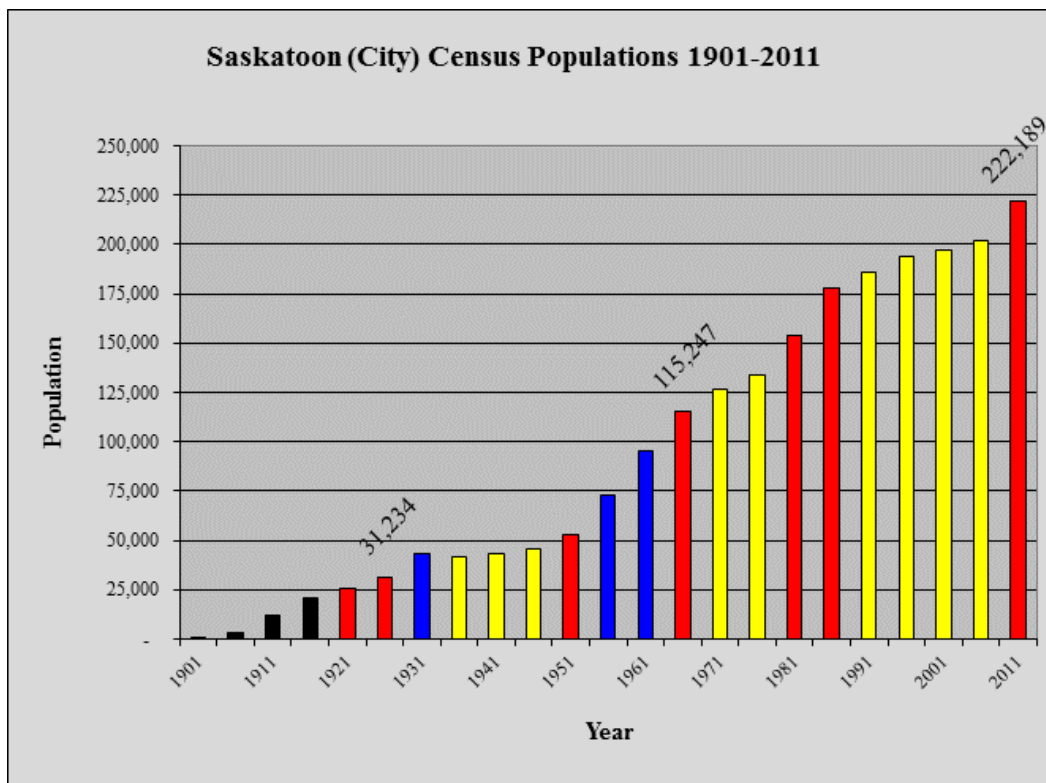
To reflect the expected differentials in growth rates, specific projection scenarios were carried out for the different areas based on past trends, as well as current economic trends. For Saskatoon, four growth scenarios were modeled:

- No change (average 0.8%);
- Low annual population growth (2.0%);
- Medium annual population growth (2.5%); and
- High annual population growth (3.0%).

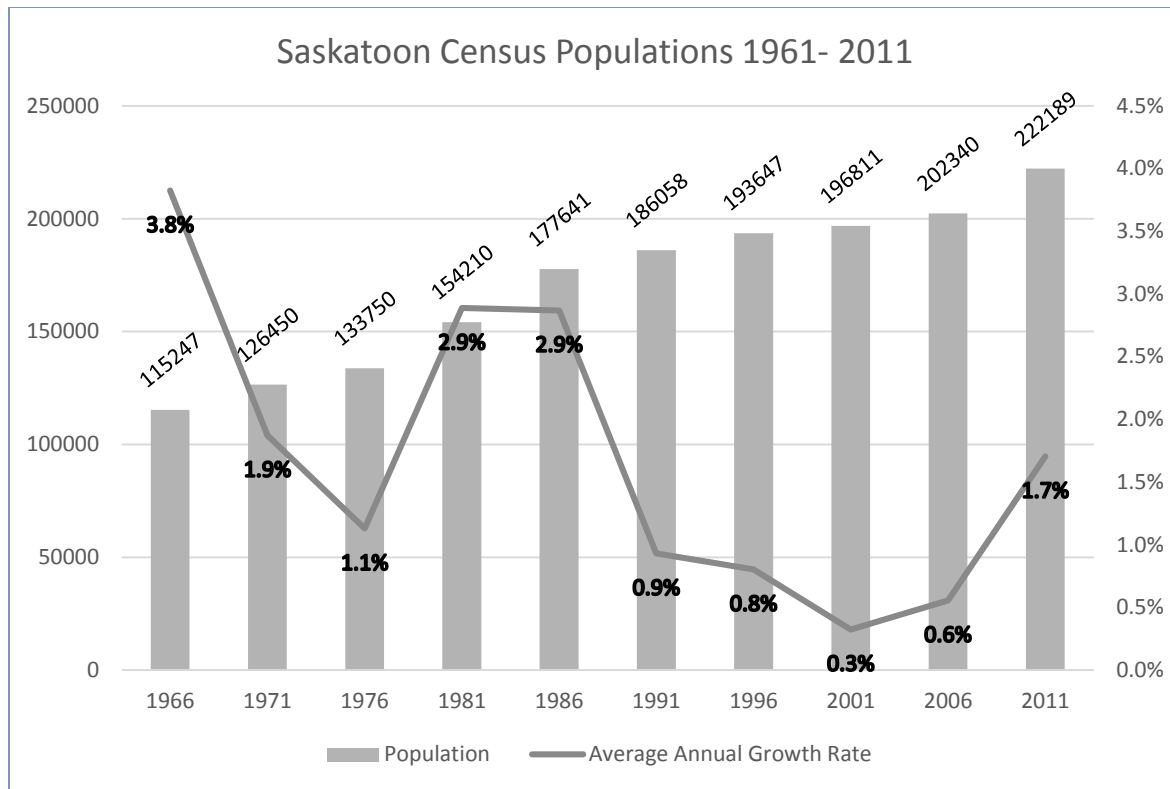
Depending on demographic and economic conditions experienced over the next 20 years, it was projected that Saskatoon's population will range from a low of 276,880 to a high of 428,523 by the year 2032.

Historic Population Trends

The graph below shows census populations since the inception of Saskatoon. The colours are used to group population growth into like periods. The black bars are at city formation and peak settlement as we went from a village of 300 in 1901 to 31,000 in 1931. In those three census periods, the city grew by 174%, 60%, and 15% per year. The blue bars are census periods when the population grew by about 7.0% per year, the red bars are census periods with about 3.6% per year, and the yellow represents census periods with average annual growth rates of 0.8%.



The graph below shows population growth for the period of 1961 through 2011. During this 45-year period, the population of Saskatoon approximately doubled. The average annual growth rate for this period was 1.3%. Growth and the growth rate varied widely with about half of the census periods being characterized with higher average annual growth rates of near or above 2%, and half with low growth rates of near or below 1%.



Conclusion

The Growth Plan is proposing key directions to accommodate growth to a population horizon of 500,000 people. Depending on the growth of the city going forward, the Growth Plan will guide growth for the next 25 to 50 years. Population growth is consistently monitored by the City, and project implementation will be aligned with the actual growth rates over time.

The objective of formulating population projections such as these is to provide estimates of what the future population of Saskatoon will look like at intervals into the future. This projection points to demographic trends that will need to be considered in planning for the future. It does not mandate particular investments or projects at a point in time.

Future Transportation Network

Investments in the transportation network will be required, not only to support new development as the city grows to a population of half a million, but also to address increased travel demand on existing roadways. Figure 1 shows the projected congested areas of the City of Saskatoon's (City) future network if we continue to drive, walk, bike, and use transit in the way that we do today. This assumes all of the improvements identified in the future Conceptual Roadway Network have been constructed.

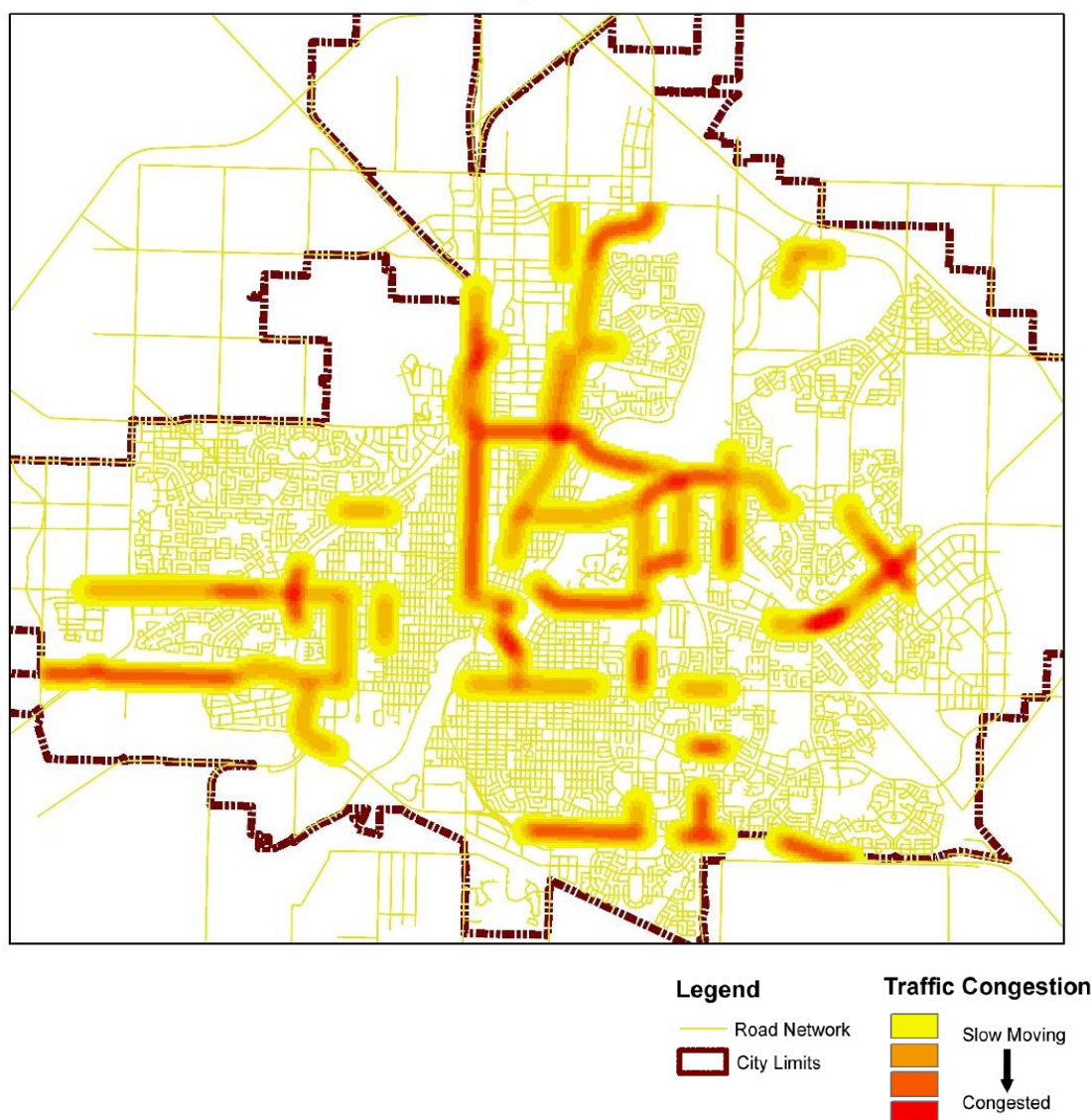


Figure 1 – Congestion levels of future transportation network with current mode split

REDUCING CONGESTION

Increased travel demand on existing roadways cannot always be satisfied by increasing capacity. Widening arterial roadways or modifying interchanges can provide short-term

improvement in the level of congestion, with reasonably good levels of service occurring immediately after the improvement. In the long term, North American experience has proven that these capacity increases do not create sustained high levels of service. In other words, they do not “solve” congestion. Across North America, cities have seen that traffic congestion tends to maintain equilibrium, and when cities increase capacity, the subsequent traffic demands tend to also increase until a similar level of congestion is reached again (Reference: <http://www.vtpi.org/gentraf.pdf>). This newly generated traffic comes from drivers exploiting the improved route because of reduced travel times, and induced traffic from drivers shifting from other modes.

Increasing arterial road capacity is generally achieved through widening the roadway to add more lanes. This, in turn, creates larger intersections operating on longer signal cycles with increased delays. Larger intersections are also more challenging for pedestrians and vulnerable users and will impact connectivity between neighbourhoods and across the city for active transportation users. Widening existing roads in developed areas of the city will be expensive and have a large impact on the growth and development of the community as we place a higher value on roads and vehicles than on the neighbourhoods, businesses, and residents. These activities also work against the community’s desire for more choice to have more walkable roads, complete streets, and a sustainable city.

The transit and active transportation ridership goals, embedded in the Growth Plan and Active Transportation Plan, are key to improving levels of congestion in the future. Based on the 2011 National Household Survey, increasing the mode share of 12% of commuters choosing walking, cycling, or transit to 20% is necessary to maintain a reasonable level of congestion, improving mobility for all modes.

REQUIRED IMPROVEMENTS

Additional travel lanes may not be easily added to existing roads in built-up areas or may be constrained by fixed infrastructure. In order to add enough capacity to the network to reduce congestion comparable to that seen with Transit and Active Transportation investments, the following strategies will be required:

- **Parking Restrictions** - Existing two-lane arterial roads with on-street parking would be converted to four-lane roads during peak hours with parking restrictions; in the long term, the parking restrictions would become permanent. Examples include 33rd Street, Clarence Avenue, and Preston Avenue.
- **Roadway Widening** - Existing four-lane divided arterial roads would be physically widened through acquisition of additional right of way to accommodate six lanes or eight lanes. Examples include Idylwyld Drive, Preston Avenue, Attridge Drive, and 25th Street. Typically, there is no excess or unused boulevard on these arterial roadways, which means the additional right of way would come from private property through acquisition, and in some cases, the removal of existing businesses and residences.
- **Replacement of Existing Grade Separations and Structures** - Many of the older structures crossing arterial roads have piers, embankments, or walls that

would have to be re-engineered to accommodate wider roadways. In some cases, entire replacement may be required.

- **Replacement of Existing River Crossings** - University, Circle Drive North, and Broadway Bridges would need to be widened to accommodate a wider bridge deck with more traffic lanes.

INCREASED INVESTMENT

The planned roadway infrastructure investment required to support half a million people and included in the Conceptual Road Network in the Growth Plan is estimated at \$1.4 billion. This plan assumes that investments are also made in other modes of travel, specifically transit and active transportation.

Investing solely in roadway infrastructure, as discussed above, will increase the required roadway investment by at least \$500 million. This estimate is for the infrastructure improvements only, and does not include the cost to acquire additional land for roadway widening, business interruption if there are physical building constraints, or utility relocations.

Key Directions to Accommodate Growth to Half a Million

1. **Focus growth and enable redevelopment along Saskatoon's major corridors, with the goal of creating complete communities along these corridors.**

The city's major corridors have the potential to function as destinations for surrounding neighbourhoods and as vibrant areas for people to go about their daily activities. In many locations, our major corridors can become more urban, providing comfortable, safe, and walkable environments with a variety of uses and amenities. In other areas, new housing opportunities with attractive access to transit can be developed. This is a new form of growth for Saskatoon, and one that presents the opportunity to accommodate approximately 15% of future population.

Zoning and infrastructure changes, new public amenities, and enhanced transportation options are required to make this happen. The scale, density, design, mix of land uses, and grid block structure will all need to be considered as part of planning for this growth. Public and stakeholder engagement, through a new secondary planning program, will occur to help determine appropriate changes in each area.

The highest priority locations for corridor growth have been identified as 8th Street, College Drive, Preston Avenue, 22nd Street, and Idylwyld Drive. Plans for 25th Street and 3rd Avenue through the Downtown will be developed in line with the goals of both the City Centre Plan and the Growth Plan, and will integrate with plans for enhanced transit.

2. **Support the development of strategic infill sites consisting of the Downtown, North Downtown, and the University of Saskatchewan's endowment lands to achieve infill targets.**

The strategic infill sites are larger, more complex projects that will produce more significant gains in population and slow the growth in the city's footprint. These projects will require greater supports, including but not limited to, infrastructure planning and investment. Support for, and implementation of, these projects will be necessary to achieve the City of Saskatoon's Sustainable Growth Goals and to provide choice and variety, meeting the changing needs of the community.

3. **Provide a robust transportation network that includes opportunities for all modes of transportation.**

As the city grows, the roadway network needs to expand and change in order to provide for the movement of people and goods within and beyond the city. The public rights-of-way and facilities built within the city form the foundation of the transportation network, providing places to walk, bike, and drive, and also for services like public transit and taxis. A conceptual roadway network has been prepared by the Administration and included in the public engagement for the Growth Plan. This will form the basis for a new transportation infrastructure priority list for the next ten years.

In addition, the Active Transportation Plan, which is nearing completion, will provide a vision and action plan for investments in active transportation city-wide that will help ensure that the transportation network is safe, practical, and accessible to all users, including those driving, walking, biking, or using other modes.

4. Create a range of enhanced transit services over time to meet a variety of needs.

Enhanced transportation choices throughout Saskatoon must include a robust transit system. Not only will a frequent and reliable transit network be an important element of attracting growth and redevelopment to major corridors, transit will also be key to creating a significant reduction in traffic congestion for a population of 500,000 people. Transit investments and ridership growth play significant roles in delaying traffic congestion throughout the city. Public feedback supports the need for additional investment in transit, starting with improvements to the customer experience.

The Growth Plan includes recommendations for transit moving forward from the current conventional service to a service that will meet the needs of residents when Saskatoon has reached a population of half a million. The Growth Plan lays out a series of changes for transit that will allow residents to choose from a variety of ways to use transit, including:

- a) walking to the nearest bus stop;
- b) walking or cycling further to access a more frequent service;
- c) driving or cycling to a park-and-ride station close to the rapid transit corridor to access a more frequent, direct service; or
- d) using a dial-a-ride or on-demand service in areas of low demand.

The addition of new types of services, transitioning the current local routes over time, and adding a variety of facilities are suggested as ways to better meet the needs of residents. Some of these changes include:

- a) adding buses and service hours to provide more frequency along routes that show high transit demand and a concentration of destinations;
- b) adding service to growing areas of the city with new models of transit, such as a community shuttle service;
- c) implementing dedicated lanes and transit priority features on an incremental basis in order to build facilities as transit ridership grows;
- d) enhancing the directness of existing routes by removing deviations from main transit routes and looking for opportunities to reduce the loops at the end of routes;
- e) establishing park-and-ride facilities to allow residents to drive to the nearest park-and-ride station to access frequent or rapid transit service; and
- f) in the longer term (10 to 15 years), gradually transitioning conventional local routes to become an east-west, north-south grid

system, where possible, which would establish frequent transit corridors and link more destinations in a more direct manner.

5. Implement rapid transit facilities and services along the city's major corridors as demand grows to support projected ridership.

Rapid transit will serve as the spine to the transit network, providing a facility that will be used by many transit routes to improve travel time and reliability. Rapid transit corridors and stations will be planned to support and connect higher-density, mixed-use areas of the city, in order to enhance mobility for residents and visitors. The facility along the corridor will include transit priority measures such as dedicated lanes and transit priority signals, which will facilitate reliable service, while various routes accessing the corridor will provide frequency along the spine. Stations along the corridors will be designed for passenger comfort, safety, and accessibility.

6. Use a range of operational methods to enhance the speed and reliability of transit services, including traffic management interventions where necessary.

In order to ensure the reliability of transit, buses need to be removed from general traffic lanes at recurring points of congestion. A variety of transit priority measures can be used to do this, including transit specific signals, dedicated lanes for transit, or the addition of a new lane along these routes. In some locations, this might result in the removal of on-street parking. In addition, technologies such as transit signal priority or queue jumps at traffic signals require that transit be given priority as a road user over others in the system. The details of these changes would be determined during functional planning, following approval of the Growth Plan.

7. Acknowledge the need for future additional river-crossing capacity within Circle Drive to serve anticipated travel demand and consider this alongside methods to increase the "people-carrying capacity" of all bridges.

The Growth Plan process explored options to improve access to and from the core area of Saskatoon (within Circle Drive) and involved a review of the city's core bridge capacity to find opportunities to balance the movement of more people across them. Four long-term core bridge management strategies were developed and vetted during the public engagement in late 2014.

One of the largest factors that will affect the need for the management of bridge capacity includes the strategic infill projects that are expected to occur within Circle Drive, which have the potential to bring in 75,000 new residents. Providing the appropriate transportation connections to accommodate this level of infill will be important. Creating access options, by connecting the existing roadway network and enhancing the grid system, will help to disperse traffic generated by these new developments. An additional four lanes of river-crossing capacity is anticipated to be required in the long term to accommodate this growth in the centre of Saskatoon. The Growth Plan Technical Report recommends a location

for a new river crossing; however, the Administration is not seeking approval of a location at this time.

The recommended strategy to address this demand ensures the capacity of the existing infrastructure is maximized while also reviewing the potential need for an additional river crossing in the long term. The Core Bridge Strategy has three distinct features that are essential to supporting the overall growth of Saskatoon to half a million people:

- a) maximize capacity of existing river crossings;
- b) implement the Long-Term Transit Plan and Active Transportation Plan; and
- c) provide a core river crossing within Circle Drive in the long term.

Maximizing the capacity on the existing bridges will focus on the adjacent roadways and intersections and will include signal timing and prioritization for major roadways that connect to bridges, signal coordination along connecting roadways, adding additional travel lanes, undertaking geometric modifications at intersections, and possibly implementing turning restrictions.

The successful implementation of the Long-Term Transit Plan and the Active Transportation Plan will be essential in reducing pressures on the city's road network, and in particular, the river crossing demand in the core areas. This will help to delay the need for additional river crossing capacity.

This Strategy will be revisited following completion of the Traffic and North Commuter Parkway Bridges to evaluate changes in travel demand patterns and to ensure planned investments in transit and active transportation are achieving their intended objectives before pursuing further analysis and technical evaluations that would be required for a new river crossing.

8. Recognize that the supporting initiatives of the Financing Growth Strategy, the Employment Areas Study, and the Active Transportation Plan are also critical components to achieving this vision.

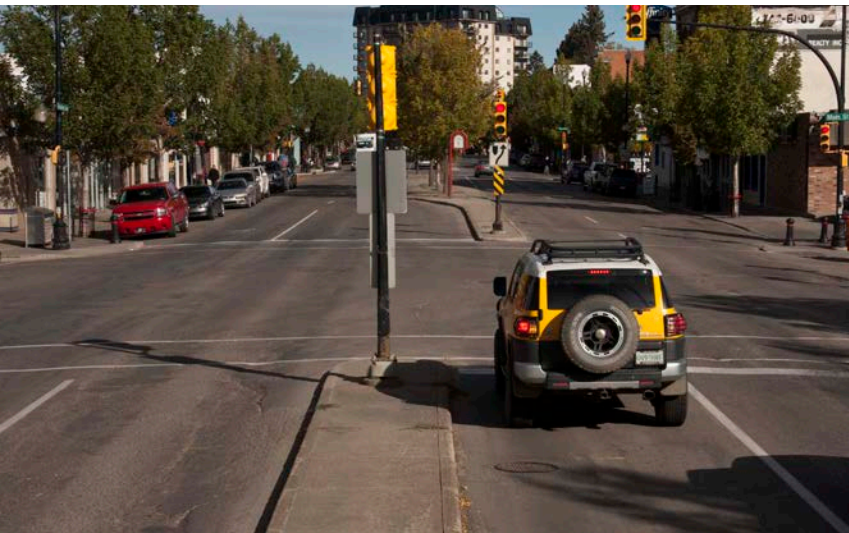
The Growth Plan's core initiatives of Corridor Growth, Transit, and Core Bridges are only part of the picture. To meet the vision identified by the community through Saskatoon Speaks and the vision of the Growth Plan itself, the input and implementation from these supporting initiatives, which have been under development concurrently, will also be necessary.

GROWTH PLAN SUMMARY REPORT



APRIL 2016

Prepared for the City of Saskatoon by Urban Systems Ltd.



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River Landing, Saskatoon, SK, Source: Urban Systems



2nd Avenue, Saskatoon, SK, Source: City of Saskatoon



21st Street, Saskatoon, SK, Source: City of Saskatoon

PART 1: Setting the Stage

Saskatoon has evolved from a prairie community that once experienced modest growth, to one where prosperity and opportunity have made us one of the most attractive and exciting places to live in Canada.

Saskatoon's population is expected to double to half a million people over the next 30 to 40 years. Given this scale of growth, change is inevitable. Growth provides many benefits, such as increased economic activity, employment, and business opportunities. However, with growth comes challenges associated with enhancing quality of life while building and servicing a larger city.

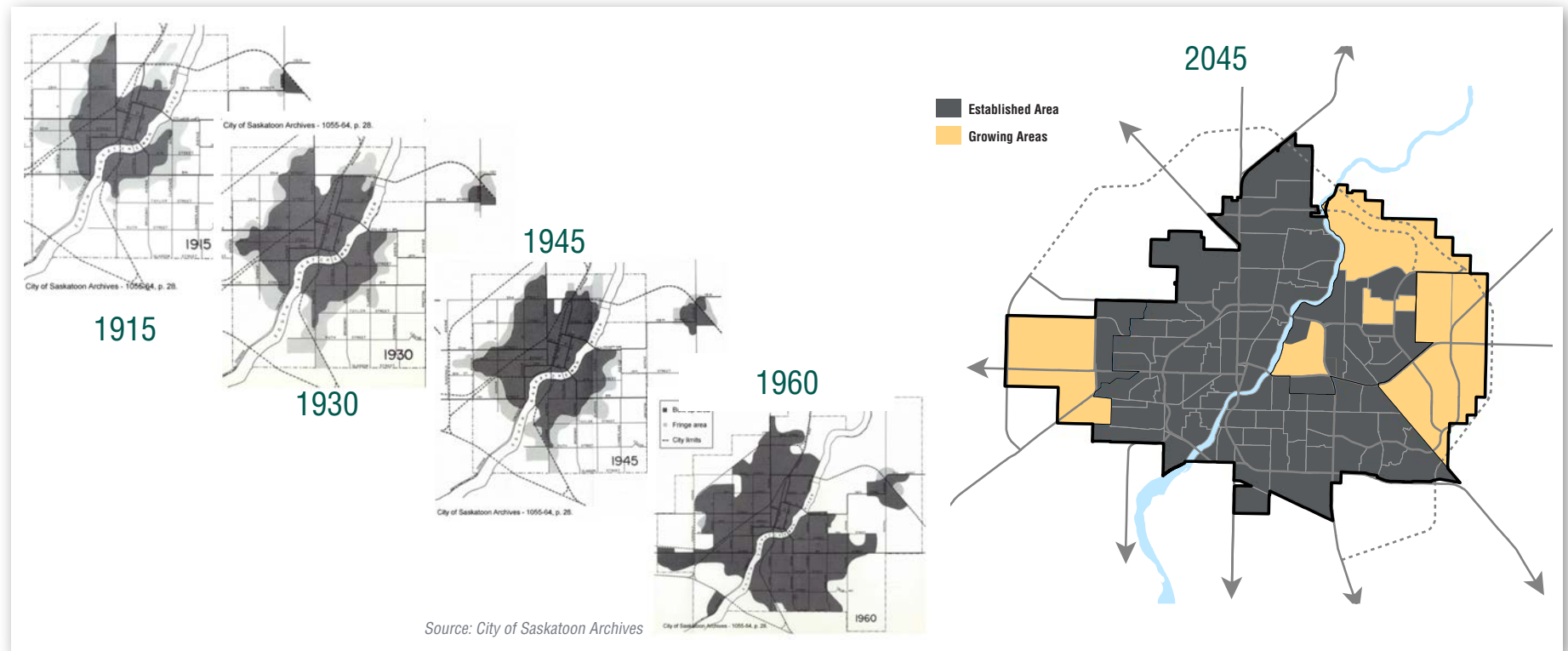


Figure 1 - Saskatoon Growth Patterns 1915-2045



This is a crucial time in Saskatoon's history, with important choices to be made about how the city will continue to grow. Today's development and transportation infrastructure investments will last for decades, if not centuries, and play a critical role in shaping land use patterns for generations to come. The City of Saskatoon has developed a vision for economic prosperity, quality of life, and environmental responsibility, and it is essential that today's land use and transportation choices set Saskatoon up to realize this vision. The implications for the future livability of the city are great.

Canadian cities continue to sprawl in spite of the revitalization of city cores. The average home is further from a city centre than a decade ago. Commuting times and traffic congestion have increased. Growth patterns have resulted in higher servicing and infrastructure costs, less-effective public transit services, the displacement of large tracts of habitat and farmland, and compromised water and air quality.

Saskatoon has a reputation for 'getting it right.' The city has an opportunity to define a future as a resilient city. By making the right choices now, Saskatoon will:

- ✓ Better utilize its land and infrastructure assets
- ✓ Provide opportunities for the public to use an efficient, convenient transit system
- ✓ Have the types and forms of development where people can travel locally and choose to walk or bike
- ✓ Provide a range of housing types to meet the needs of all people
- ✓ Provide jobs close to homes
- ✓ Provide health care and community facilities required to support families and other community needs
- ✓ Protect the natural environment
- ✓ Be more affordable to run in the long-term



Aerial View, Saskatoon, SK , Source: City of Saskatoon



1.1 Plan Overview

The Growth Plan to Half a Million (Growth Plan) is about making choices to proactively manage the changes associated with growth, creating a city that is vibrant and attractive to future generations. A vibrant Saskatoon has a diverse mix of housing, commercial, social, cultural, and recreational opportunities that are universally accessible by all modes of transportation, including walking, cycling, transit, and driving.

Creating a healthy, sustainable Saskatoon is also essential to attracting people from other parts of Canada and the world in order to sustain economic growth and increase diversity.

This vision was first articulated by residents during the Saskatoon Speaks process. The City-led initiative engaged the community in a discussion about Saskatoon's future. Residents were asked to share what they value and articulate their aspirations for Saskatoon. Eight interrelated themes and visions were identified. These themes contributed significantly to City Council's Strategic Plan 2013-2023 (Strategic Plan).

The Growth Plan advances the Strategic Plan goals of Sustainable Growth and Moving Around. These goals are about building places to bring people together and providing more transportation choices so Saskatoon is a more sustainable, accessible and attractive place to live (**Figure 2**).

Strategic Plan Goals

SUSTAINABLE GROWTH. Saskatoon's growth is environmentally and economically sustainable and contributes to a high quality of life. The city has grown both upward and outward – reflecting a balance of greenfield and infill development. Balanced growth has made the city a model of efficiency and resulted in attractive new people places that reinforce Saskatoon's sense of community.

Downtown is built up and bustling. Main streets and community hubs are urban villages. New neighbourhoods are walkable and well-planned; older neighbourhoods have been renewed and revitalized.

Our City Centre is a vibrant hub for culture, commerce and civic life. And, getting to and from this thriving, creative space is easy, safe and enjoyable.

MOVING AROUND. Our investments in infrastructure and new modes of transportation have shifted attitudes about the best ways to get around.

Our transportation network includes an accessible and efficient transit system and a comprehensive network of bike routes. People still use cars, and also rely on options such as public transit, walking and cycling.

Growth has brought new roads and bridges that improve connectivity for all travel modes. Improved streetscapes, interconnected streets and well-planned neighbourhoods encourage walking and cycling.

Attractive options to the car alleviate congestion and ensure people and goods can move around the city quickly and easily.

Figure 2 - Strategic Plan Goals - Sustainable Growth and Moving Around



The Growth Plan is made up of several themes that, when pieced together, form a new growth model for Saskatoon (**Figure 3**). Corridor Growth, Transit, and Core Bridges serve as the core strategies within the Growth Plan.



Figure 3 - Core Growth Plan Themes & Supporting Initiatives



CORRIDOR GROWTH. The Growth Plan explores ways to encourage growth and redevelopment near Saskatoon's major corridors in order to reduce outward growth pressures, provide more housing options close to employment areas, and enhance transportation choices throughout the city. Residents have expressed a desire for sustainable growth options and a better balance of outward and upward growth. Corridor Growth is essential to transforming low-density, auto-centric land uses into vibrant, complete communities that support attractive transit.



TRANSIT. Public transit is a major focus of the Growth Plan, given the important role it plays in supporting and shaping growth. Residents have expressed a desire for a more accessible, efficient transit system with an attractive customer experience. While people will still use cars, an efficient transit system with rapid transit will help to alleviate and even bypass congestion, ensuring that people can move around the city quickly and easily. Attractive transit will also reinforce opportunities for sustainable growth along major corridors.



CORE BRIDGES. As Saskatoon's population grows significantly inside and outside Circle Drive, so too will demands for travel across the river. The Growth Plan explores options to improve mobility within the city's core area inside Circle Drive over the next 30 to 40 years. Consistent with the City's commitment to sustainable growth and moving around, core area bridges need to support greater people movement, not just vehicle travel.

Four supporting Growth Plan initiatives will also help meet the needs of our growing city.



EMPLOYMENT AREAS ensures the city has the right amount of employment in the right areas



ACTIVE TRANSPORTATION provides more choices for how people move around the city, particularly by walking and cycling



WATER AND SEWER ensures that critical infrastructure required to support growth is in place



FINANCING GROWTH assesses growth patterns and ensures cost effective growth



While these supporting initiatives are a key part of the Growth Plan, this Summary Report focuses on strategic directions for Corridor Growth, Transit, and Core Bridges.

1.2 Current Planning

The City has prepared several plans to support a doubling of Saskatoon's population over the next 30 years. The land use and road network plans, described below, provide the long-term foundation for the Growth Plan.

A. LAND USE PLANS

Figure 4 illustrates the planning areas associated with New Suburban Areas, Neighbourhood Infill and Strategic Infill (Downtown, North Downtown, University of Saskatchewan lands).

Based on these plans, approximately 65% of the population growth will occur in New Suburban Neighbourhoods and 35% will occur inside and immediately surrounding Circle Drive.

» New Suburban Neighbourhoods

The City has recently developed detailed plans for new growth areas, including Blairmore, University Heights, and Holmwood. In these plans, the traditional models of suburban growth are re-imagined. New neighbourhoods include mixed-use buildings, apartments and townhouses focused around higher density, walkable villages with public gathering spaces.

» Strategic Infill

Saskatoon's Downtown, North Downtown and the University of Saskatchewan lands have the potential to accommodate significant growth. Their growth as complete communities that support

opportunities to work, live, shop, and socialize is critical to the economic success of the city. Much like Broadway Avenue and 20th Street West, they will become even more vibrant, attracting more residents and visitors.

» Neighbourhood Infill Areas

The City has also recognized an existing trend of increasing density in established residential neighbourhoods by accommodating smaller-scale growth (e.g. duplexes, townhouses, secondary suites). Tools to ensure this infill is sensitive to existing neighbourhoods have been, and will continue to be, developed.

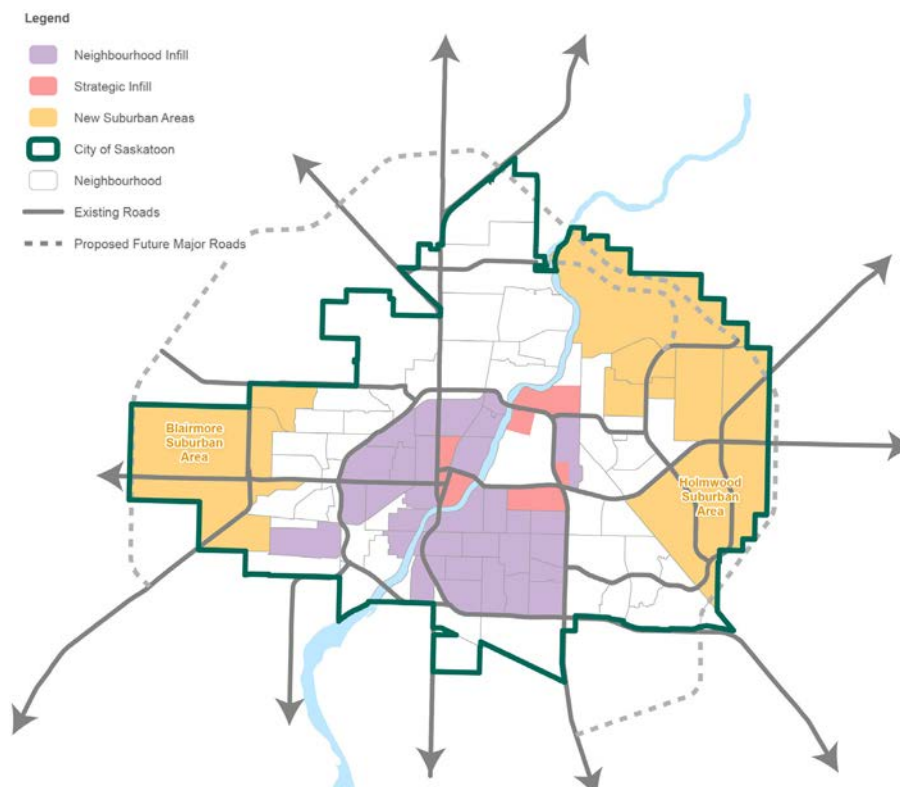


Figure 4 - Current Plans for Growth



B. ROAD NETWORK PLANS

The City has been working with residents and the Province of Saskatchewan on the provision of roads to support the movement of people, goods, and services (**Figure 5**). New major municipal roads and the Saskatoon Freeway will serve new areas of the city. Other network

improvements within the core area of the city and new crossings such as the Traffic Bridge will make best use of existing infrastructure, while also serving other modes such as transit, walking, and cycling.

EXISTING ROAD NETWORK

- HIGHWAY / FREEWAY / EXPRESSWAY
- ARTERIAL

MAJOR ROADWAY INVESTMENTS

- HIGHWAY / FREEWAY / EXPRESSWAY
- ARTERIAL
- ✱ NEW / UPGRADED INTERCHANGE

LAND USE GROWTH

- EMPLOYMENT / INDUSTRIAL
- NEIGHBOURHOOD INFILL
- STRATEGIC INFILL
- SUBURBAN DEVELOPMENT AREA
- CITY LIMITS
- RAILWAYS

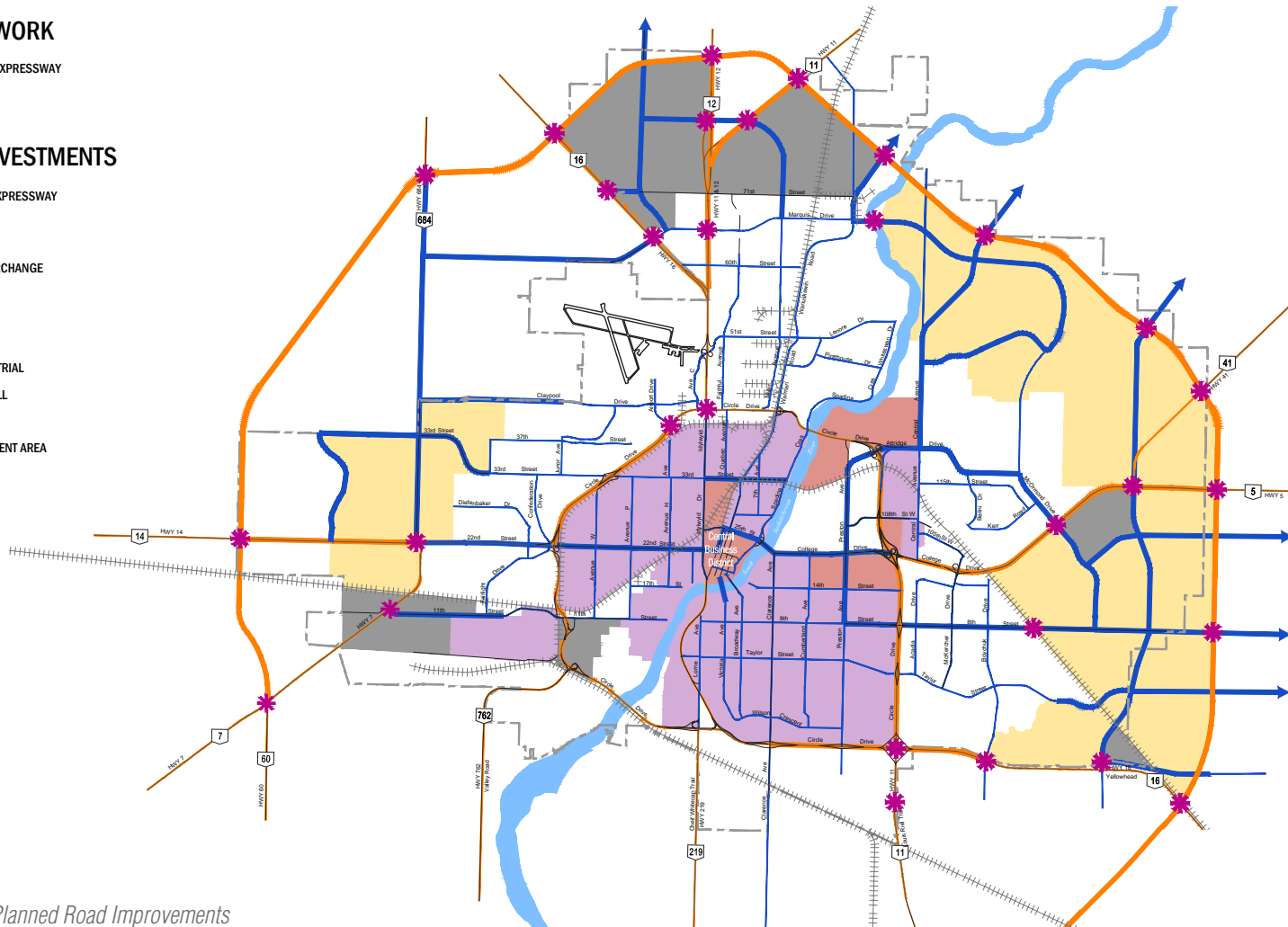


Figure 5 - Planned Road Improvements



1.3 Plan Process and Engagement

The Growth Plan has been developed through a five phase public engagement process called Growing Forward! Shaping Saskatoon.

The process is consistent with International Association for Public Participation (IAP2) guidelines and has involved residents in discussions on everything from current and future challenges to identification of potential long-term changes for the city. The timing and outcomes of each phase are described below (Figure 6).

PHASE 1: SETTING THE STAGE (October to December 2013) reviewed past planning initiatives, presented current plans and summarized existing conditions and baseline growth patterns in order to highlight what's at stake for Saskatoon.

PHASE 2: FOCUSING OUR SHARED VISION (January to March 2014) established the goals and objectives that shape the long-term directions for Corridor Growth, Transit, and Core Bridges. Public Event #1 examined what's at stake for the city without the Growth Plan to solicit input on challenges and opportunities.

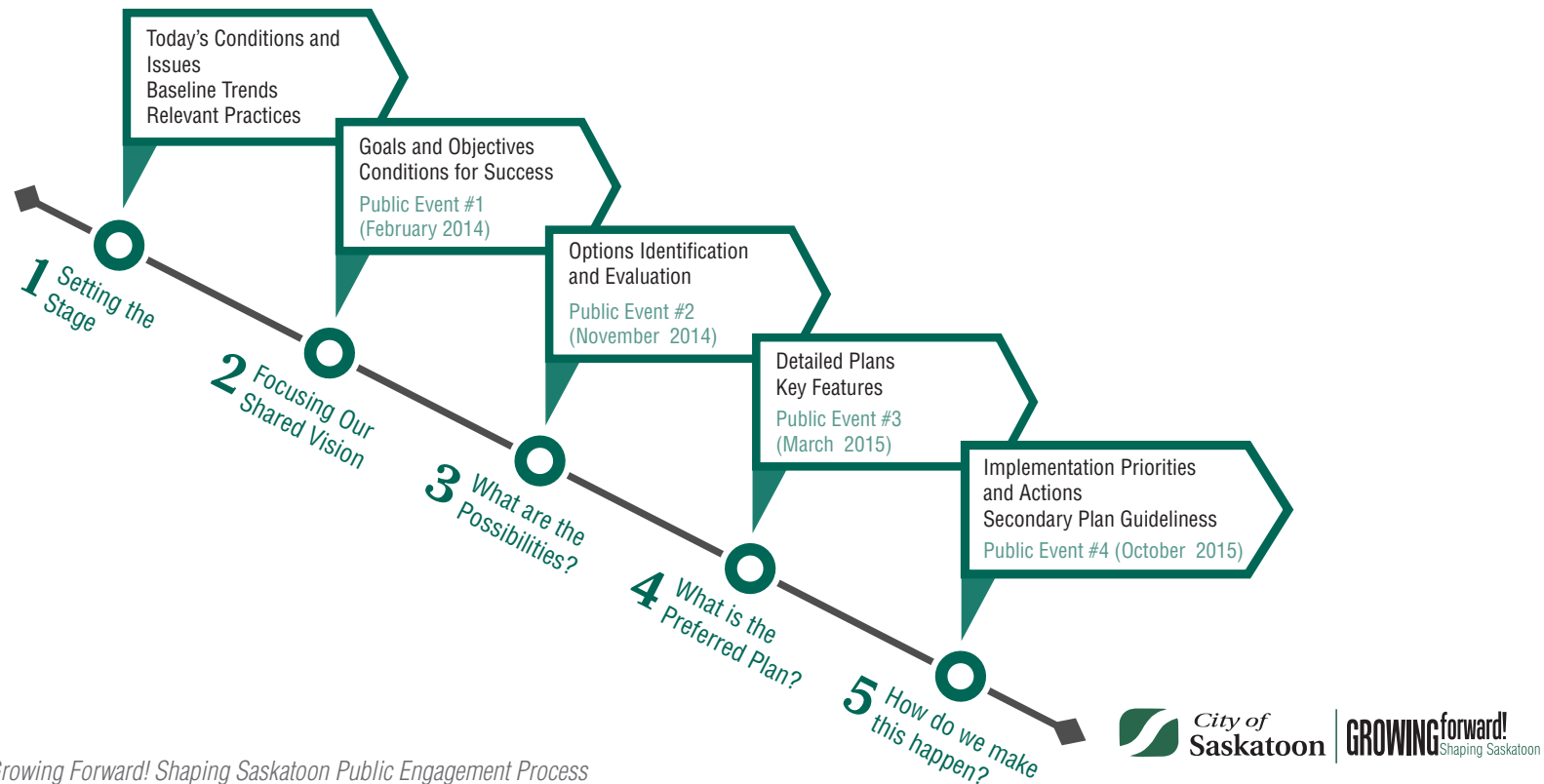


Figure 6 - Growing Forward! Shaping Saskatoon Public Engagement Process



PHASE 3: WHAT ARE THE POSSIBILITIES? (April to December 2014) included the development and evaluation of optional strategies for Corridor Growth, Transit, and Core Bridges. Preliminary ideas were presented at Public Event #2 and further evaluated with community input and feedback.

PHASE 4: WHAT IS THE PREFERRED PLAN? (January to June 2015) assessed the long-term directions of the Growth Plan. Public Event #3 examined preliminary long-term directions with the community; feedback was used to shape the preferred plan.

PHASE 5: HOW DO WE MAKE THIS HAPPEN? (July 2015 to December 2015) outlined the steps to implement the Growth Plan. The preferred plan, including implementation priorities, was presented to the community at Public Event #4. Feedback was used to modify the final Growth Plan.

Figure 7 highlights the extent of public engagement through the Growing Forward process.

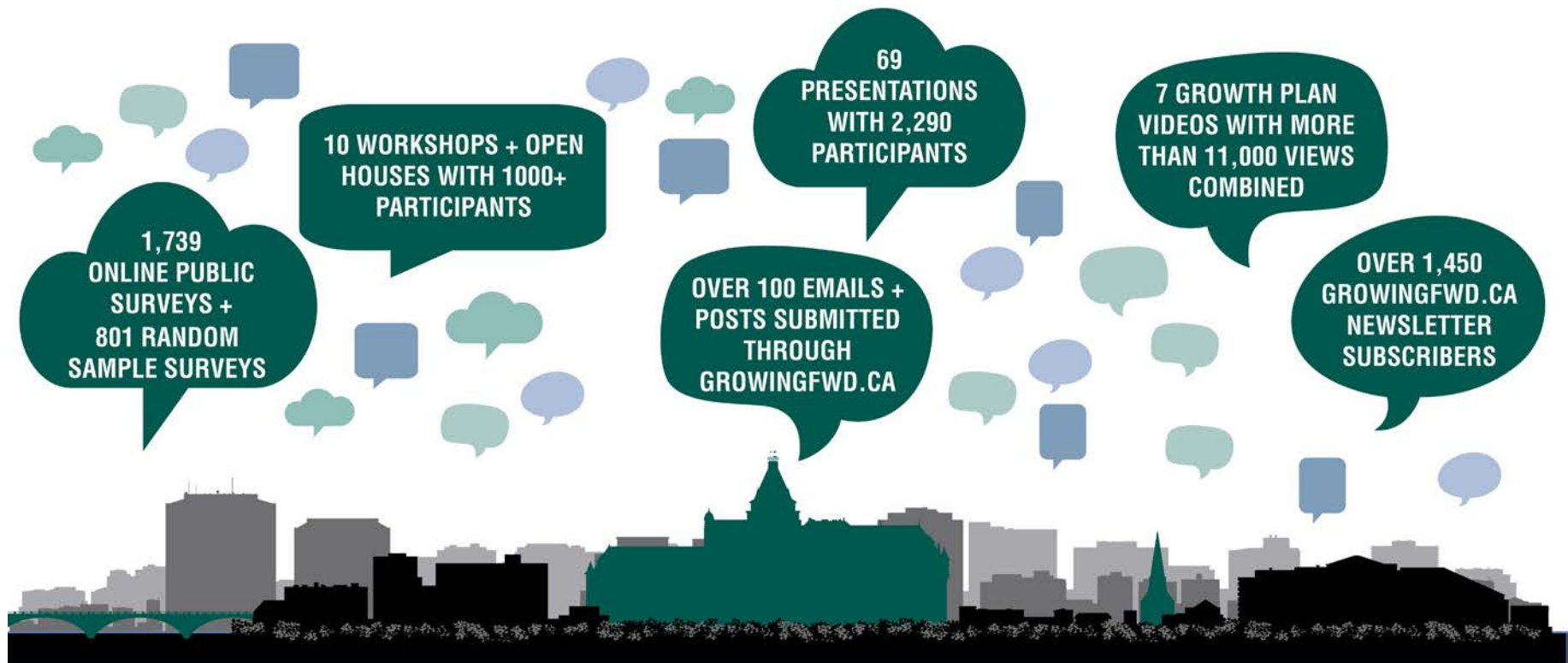
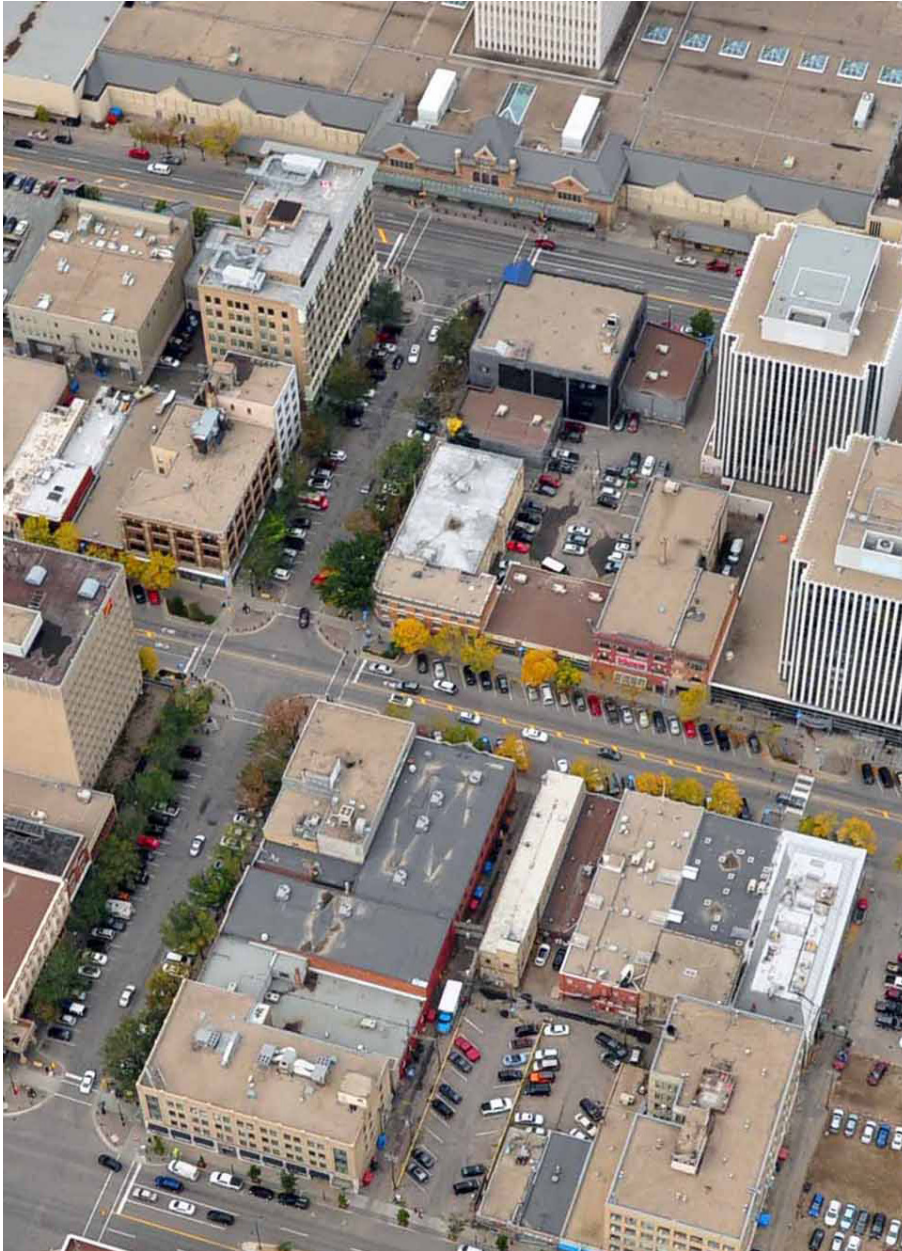


Figure 7 - Growth Plan Public Engagement Results



Citizens Sharing Views at Public Events, Source: Urban Systems





Downtown Aerial View, Saskatoon, SK, Source: City of Saskatoon



21st Street, Saskatoon, SK, Source: City of Saskatoon



Broadway Plaza, Saskatoon, SK, Source: Urban Systems



PART 2: Corridor Growth

As Saskatoon grows, residents will expect more housing options, transportation choices, and amenities—all within a walkable, safe environment. The City has made great strides in planning sustainable growth through the design of New Suburban Neighbourhoods, plans for redevelopment in Strategic Infill areas, and new policies for small-scale Neighbourhood Infill. The next step involves identifying major corridors that have the potential to support redevelopment and to transform many of Saskatoon's major roads.



Figure 8 - 8th Street at Preston Avenue (Urban Systems' Rendering)



2.1 Existing Major Corridors

Like many North American cities, Saskatoon initially developed outward from Downtown along a network of streetcar lines. During the first half of the twentieth century, streetcar lines and bridges helped to shape residential and commercial growth along key corridors. At the same time, the city remained relatively compact.

In the Post-War period, the rise of the automobile led to the rapid expansion of the city's built-up area, typically in the form of auto-oriented development.

Today, many of Saskatoon's major corridors are designed primarily for automobiles, with little space for walking, cycling, transit stops and

facilities, or socializing along the street (**Figure 9**). Permitted land uses along most major corridors generally consist of low-density, commercial activity designed to support automobile access. Buildings are set back from the street with an expanse of parking in front. These forms of development typically consist of large-scale blocks that are neither walkable nor accessible for transit and cycling, and have limited pedestrian connections to neighbouring areas of the community.

For major corridors such as 22nd Street and 8th Street, this development form extends along the entire corridor (linear). Even suburban centres located at specific points along the corridor (nodes), such as Confederation Suburban Centre, are auto-oriented, with little option for other modes of transportation.



Figure 9 - Typical Features of Major Corridors in Saskatoon (22nd Street Example)



2.2 Future Land Use Patterns without the Growth Plan

Existing permitted land uses and transportation networks are barriers to transforming major corridors into vibrant parts of the community (**Figure 10**).

Permitted land uses are generally centred on commercial development, with limited opportunity and choices for a mix of residential and office space. Modest scale and density of development, where a large amount

of free parking is required, typically leads to a suburban pattern of land use designed for automobiles. In fact, the design of streets serving auto-oriented land use patterns encourages people to drive. On the other hand, limited pedestrian, bicycle, and transit facilities restrict choices for sustainable modes of transportation. Together, these systemic land use and transportation relationships perpetuate the suburban character of Saskatoon streets.

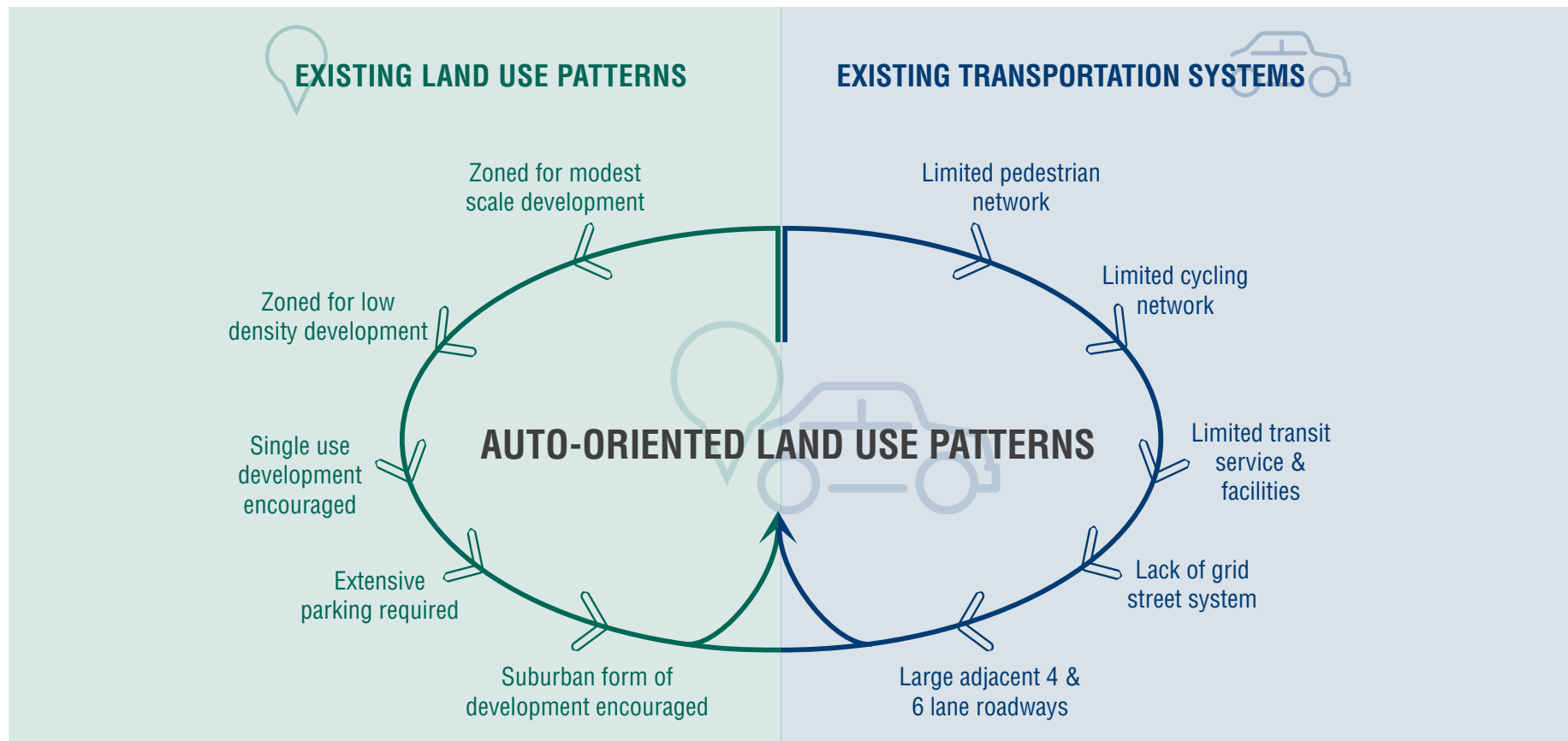


Figure 10 - Barriers to Transforming Major Corridors



Without purposeful planning to transform Saskatoon's major corridors, the city will continue to face:

- **Limited choices for existing and future residents.** Corridor Growth will provide new housing options on Saskatoon's major corridors within close proximity to walkable, mixed use commercial areas.
- **Limited access to employment and amenities.** Transformation of major corridors into mixed use, higher density activity areas will provide a variety of new employment nodes focused around attractive transit and other community amenities.
- **Limited transportation choices to areas along auto-oriented major roads.** Changes to the type and form of development will encourage walking and cycling and support greater investment in attractive transit services.
- **Land uses on major corridors that do not support attractive transit services.** Higher density forms of development (e.g. 4 to 6 storey) or more intensive destinations (e.g. redeveloped Suburban Centres) will reinforce the provision of attractive transit services.
- **Major roads that continue to be barriers to communities surrounding them.** Corridor Growth will connect neighbourhoods by improving pedestrian spaces, bringing development closer to the street, and facilitating connectivity across major corridors.
- **Growing outward with limited options for growing upward.** Corridor Growth will maximize investment in existing city services and infrastructure, while minimizing long-term liability associated with the service and infrastructure expansion required for outward growth.
- **Higher density land uses in challenging locations.** It is imperative that higher density development be located along major corridors to integrate with future rapid transit and support other community services and amenities. Without Corridor Growth, there may be pressure to accommodate higher density land forms in more random

locations. This would compromise the success of future rapid transit and mixed-use areas and affect the stability of residential neighbourhoods.

2.3 Aspirations for Corridor Growth

The Growth Plan explores opportunities for developing complete communities along major corridors, supported by attractive transit services. These communities will be designed to achieve the following objectives:

- ✓ Support and encourage a variety of building types, densities, and forms
- ✓ Create public spaces that are inviting, active, and memorable for residents and visitors alike
- ✓ Improve access to employment opportunities, commercial businesses and services
- ✓ Improve mobility options along major corridors and around the city
- ✓ Enhance connectivity between and within neighbourhoods
- ✓ Support the efficient provision of infrastructure



2.4 Considering the Possibilities

There are approximately 165 km of major and minor arterial roads in Saskatoon. Each of these roads is different in terms of its form, function, and character. Although the City wants all major corridors to be inviting to people, not all corridors are conducive to redevelopment. The transformation of major corridors will require changes to permitted land uses and investments in sustainable transportation choices.

The major corridors with the greatest redevelopment potential have the following qualities:

- **Proximity to transit** to support higher density, mixed use development

- **Opportunity to invest in currently underutilized lands** that could be redeveloped
- **Urban block structure** that is easy to navigate with compact blocks that improve accessibility, provide route choice, and support street-facing development
- **Continuity of destinations** that connect key areas of the city and are enroute to other destinations

Several major corridors have the essential qualities necessary to become vibrant places and streets. The existing development surrounding these corridors may be transformed in terms of scale, density, and mix of land uses (**Figure 11**).

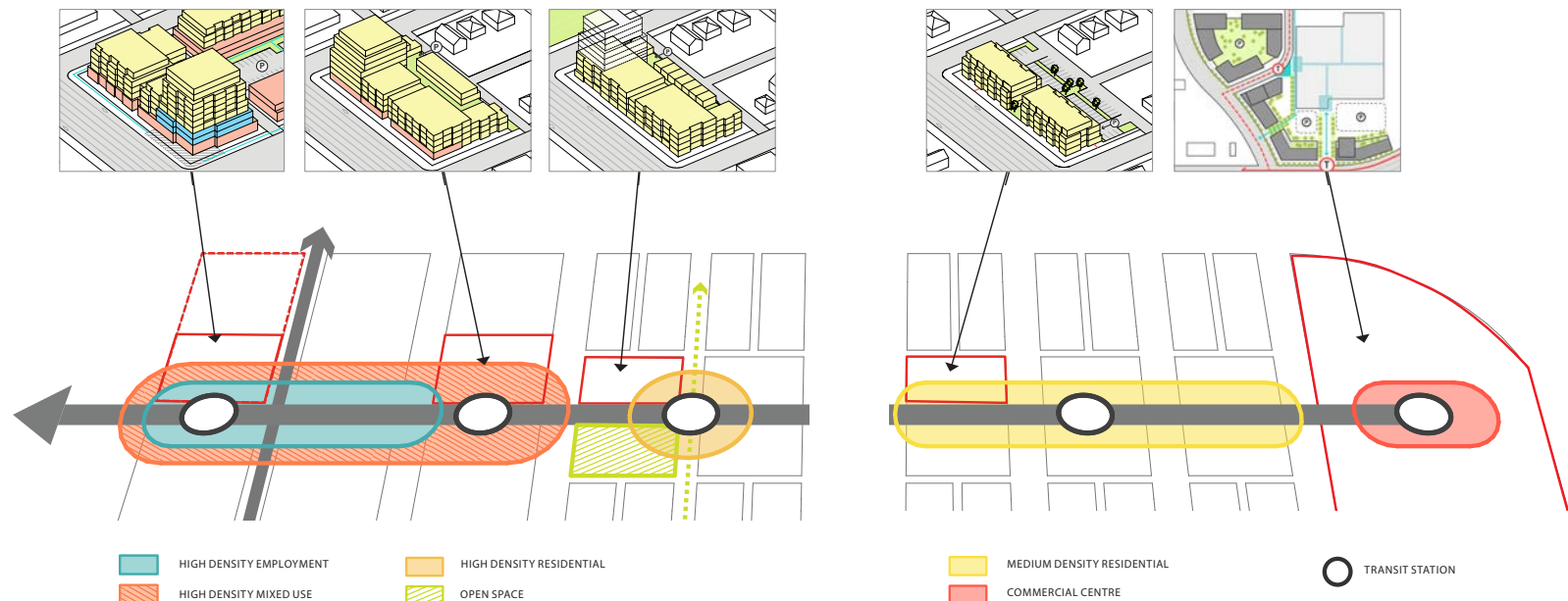


Figure 11 - Potential for Changing Land Use Form on Major Corridors



A shortlist of major corridors with the greatest potential for redevelopment, along with their relative priority, is illustrated in **Figure 12**. Most of these high priority corridors will support Bus Rapid Transit (BRT) as described in **Part 3 (Section 3.6)**. In addition to frequent transit services, these BRT corridors will support comfortable transit stations with convenient, attractive connections for pedestrians and cyclists.

A preliminary assessment indicated that water and sewer infrastructure would need to be expanded in order to support corridor growth. In the established areas of the city, the expansion could be combined with the replacement of aging infrastructure.

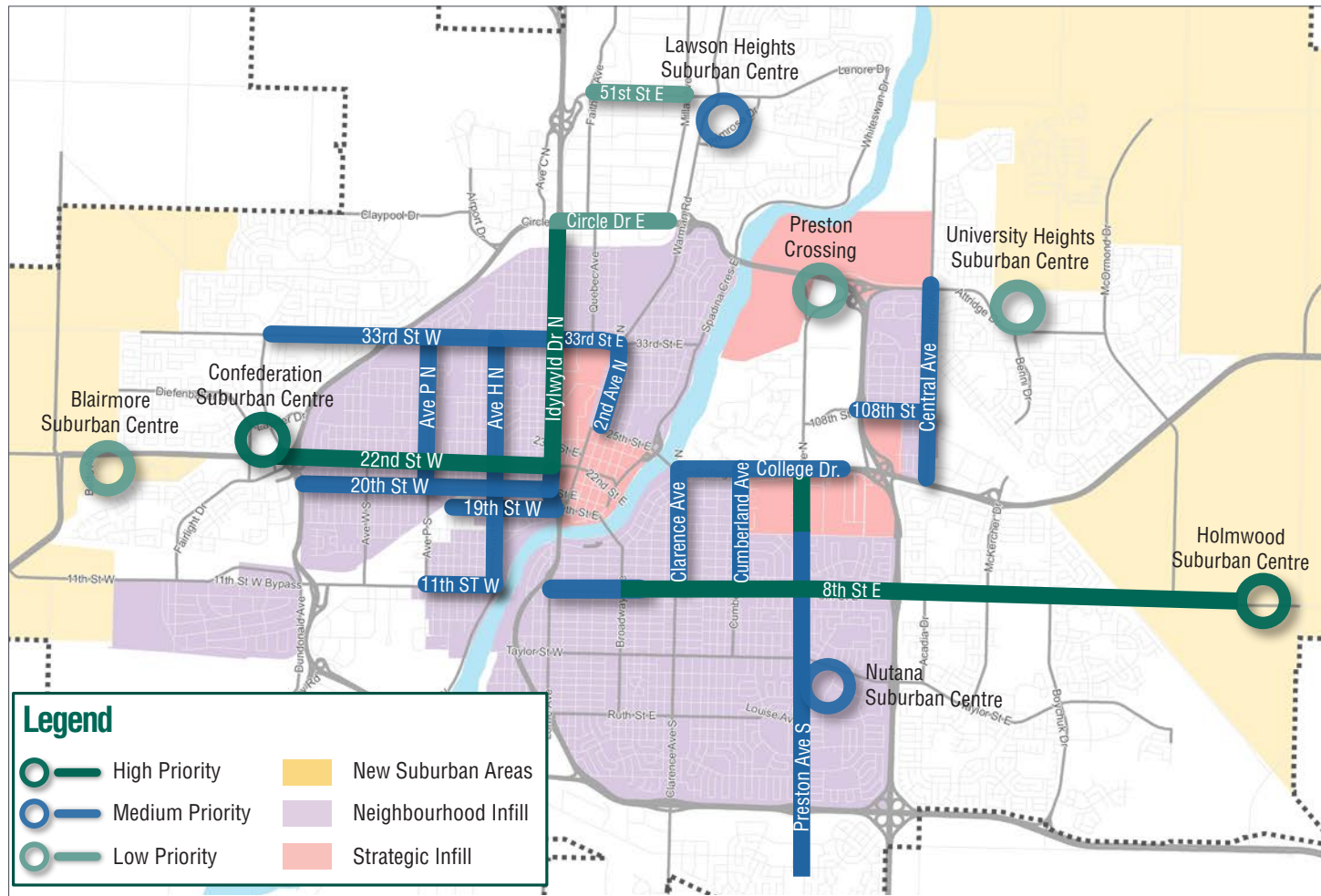


Figure 12 - Corridors with Greatest Potential for Redevelopment and Level of Priority



2.5 The Long-Term Plan

Although increased scale, density, and mix of land uses may be encouraged for all major corridors, the City will work with the community and land owners to identify appropriate land uses and zoning along those corridors with the greatest potential for redevelopment and sustainable growth patterns. A preliminary review of each high priority corridor found that some sections have greater potential for redevelopment than others. Some are linear sections, while others are more nodal or area-specific in nature. For example, sections of 22nd Street between Avenue P and Idylwyld Drive have greater potential than other areas along the corridor. Additionally, the Confederation Suburban Centre was found to have a high potential for redevelopment to accommodate a greater mix of land uses in a more walkable urban shopping district.

Figure 13 illustrates areas with the greatest potential along high priority corridors and nodes. Although area-specific plans are required to work with land owners and surrounding communities, a high level assessment identified the potential type, scale, and mix of redevelopment along each corridor.

A. LINEAR GROWTH AREAS

- **22nd Street.** Higher density transit-oriented development can be accommodated on under-utilized parcels adjacent to future rapid transit. These areas can support more intensive residential and commercial development as well as complementary changes to the road itself.

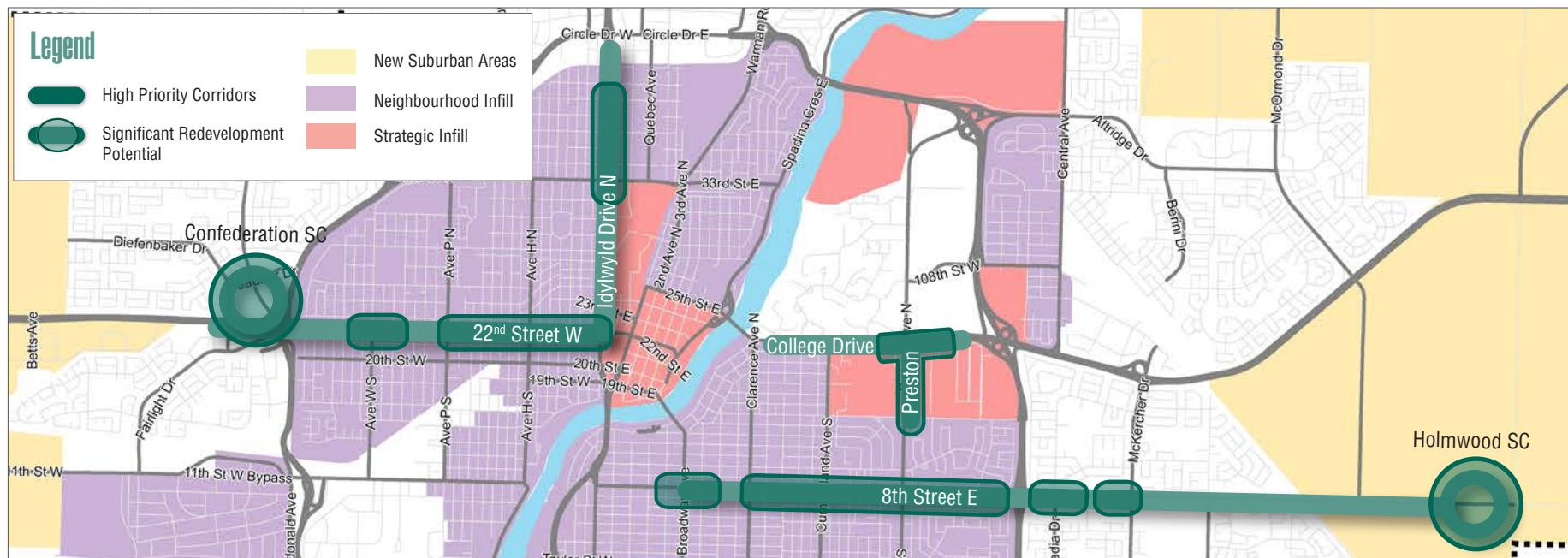


Figure 13 - Areas of Highest Potential for Priority Growth Corridors



- **8th Street.** Higher density development can be supported on large parcels adjacent to future rapid transit. In the long-term, the streetscape can be enhanced to facilitate a more inviting walking and cycling experience as well as connections to rapid transit.
- **College Drive / Preston Avenue.** Corridor development can support the University of Saskatchewan's **Vision 2057** to create a mix of housing types and densities, with services and employment within a five-minute walk of rapid transit stations.
- **Idylwyld Drive.** Mixed-use infill opportunities can support the objectives of the North Downtown Master Plan and Saskatchewan Polytechnic's long-term plans for facility expansion and student housing. Enhancing the streetscape will make the corridor more inviting, attractive, and safe for pedestrians.

B. NODAL GROWTH AREAS

- **Confederation Suburban Centre.** This area's large-scale retail can become a catalyst for transit-oriented development. Current land use patterns as well as aging infrastructure and building stock indicate significant opportunity for redevelopment and transformation. In fact, potential exists to build on the existing centre's success by creating strong connections to surrounding neighbourhoods and future rapid transit stations.
- **Holmwood Suburban Centre.** Because planning is currently in the concept phase, there is an opportunity to create a mixed-use, walkable, dynamic suburban centre built around a rapid transit station that functions as the heart of the neighbourhood. Planning will need to happen in conjunction with the principal developer.

Redevelopment of these priority areas could significantly enhance sustainable growth patterns for Saskatoon, while at the same time improving the street environment for residents. There is potential for between 11,000 and 22,000 dwelling units along the high priority corridors. In fact, these corridors could account for up to 15% of the city's growth over the next 30 years, shifting the balance of growth to 50% suburban and 50% infill (**Figure 14**).

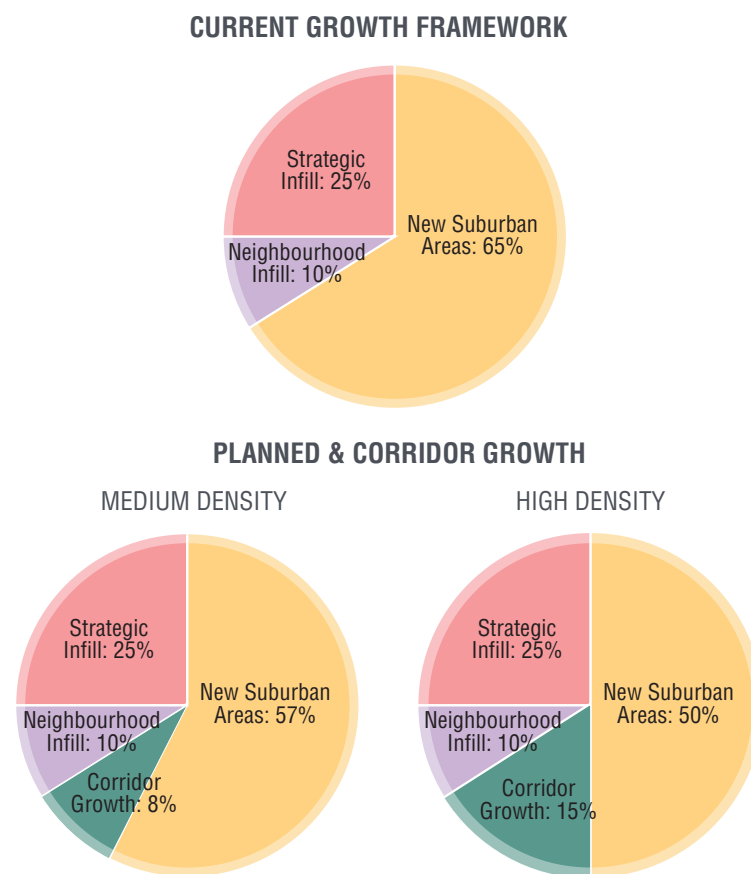


Figure 14 - Distribution of Population (Current Growth Framework vs. Priority Growth Corridors)



However, significant investment in a rapid transit system is a necessary precondition to higher density Corridor Growth. As the city's rapid transit system evolves and as Strategic Infill areas develop, long-term demand for Corridor Growth will increase and higher density development will become more possible. Frequent transit services and attractive transit facilities will act as a catalyst for redevelopment along major corridors.

While Corridor Growth will be primarily residential in nature, there will also be supporting retail, office, and institutional development, particularly near rapid transit stations. These uses are vital to establishing well-connected urban villages and supporting an efficient rapid transit system for Saskatoon.

2.6 Implementing the Corridor Growth Plan

The long-term plan for Corridor Growth is to create thriving streets with a greater scale of development, density of development, mix of land uses, and positive environment for walking, cycling, and transit. Plans for Corridor Growth are inextricably linked with the provision of attractive, frequent transit, and the phasing of plans for Corridor Growth will generally follow the phasing of investment in rapid transit. A variety of tools will be used to support corridor transformation.

A. CORRIDOR AREA PLANS

Corridor Area Plans will be prepared to further define future land use plans and reinforce the provision of attractive, frequent transit along the city's major corridors. The planning process provides the City, property owners, residents, businesses and other stakeholders (e.g. community groups) with an opportunity to facilitate changes along major corridors, while also ensuring that any changes are sensitive to overall community character. Each Corridor Area Plan will be developed

using a five-step process to examine redevelopment possibilities and create feasible land use plans for each priority area (**Figure 15**).

Corridor Area Plans will be organized into short-term, medium-term, and long-term priority areas (**Figure 16**). The areas included will be flexible and serve as a starting point from which to consider the timing and extent of appropriate redevelopment. As implementation proceeds, phasing for Corridor Area Plans may be adjusted to address external conditions.

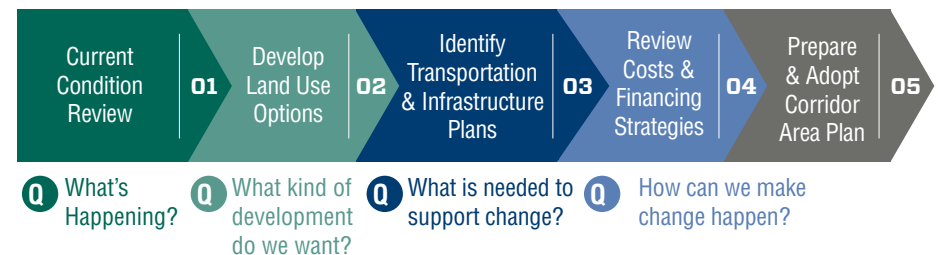


Figure 15 - Corridor Area Planning Process

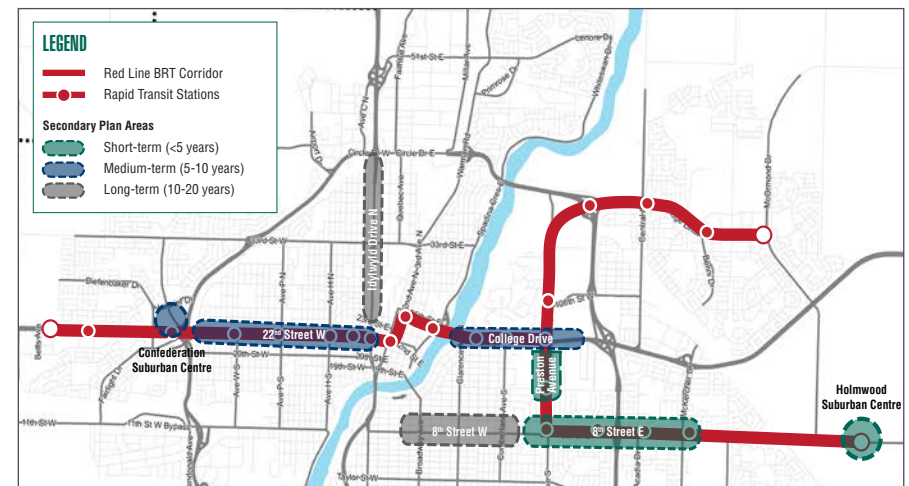


Figure 16 - Short, Medium, and Long-term Corridor Area Plans



B. TRANSIT ORIENTED DEVELOPMENT (TOD) DESIGN GUIDELINES

Transit Oriented Development (TOD) Design Guidelines provide the framework for development in proximity to future rapid transit stations and will be refined and formalized through the Corridor Area Plan process. This approach means transforming the street environment as well as the scale and density of development, and mix of land uses. It also means carefully designing new developments to create quality environments that are conducive to transit, walking and cycling. **Figure 17** illustrates core ingredients that will shape growth and development along major corridors.



Figure 17 - Transit-oriented Design Guideline Principles



C. COMPLETE STREETS POLICY AND DESIGN

A Complete Streets Policy and Design Guide will be developed to provide design direction to ensure all anticipated uses of the street are integrated and contribute to a vibrant, people-oriented street environment. Pedestrians, bicyclists, motorists, and transit users of all ages and abilities must be able to safely move along and across a complete street. In conjunction with transit-oriented land use patterns, complete streets help build strong, livable communities.

A vision and principles for complete streets in Saskatoon was developed as part of the Growth Plan. Building on these principles, a preliminary Complete Streets Policy and Design Guide will provide a blueprint for designing, building (retrofitting), operating, and maintaining complete streets. The guide will be refined and formalized during implementation of the Growth Plan. The essential features of complete streets are illustrated in **Figure 18**.

D. POLICY AND REGULATORY CHANGES

Policy and Regulatory Changes, such as changes to the City's Official Community Plan and Zoning Bylaw, will be required to implement the Growth Plan. Public engagement will help to inform and guide these changes.



Figure 18 - Key Ingredients of Complete Streets



2.7 Financing Corridor Growth

Growing cities require more municipal services (e.g. attainable housing, libraries, community programs) and more infrastructure (e.g. water, transit, active transportation, parks). Development Levies funded by developers account for approximately 90% of growth-related infrastructure costs in new suburban areas. This funding, however, does not cover all costs associated with growth, such as operating and maintaining infrastructure and providing municipal services such as police, fire, and transit.

Encouraging more sustainable land use patterns and choices for moving around Saskatoon is fiscally responsible. Beyond managing demands on the road network, growth along major corridors will make use of existing services and infrastructure. Since infrastructure in these areas is aging, corridor growth will largely fund expansion of the infrastructure and a small portion of the replacement costs. The long-term replacement costs of infrastructure in these areas are funded through property taxes and government partnerships. Saskatoon continues to work with the provincial and federal governments to secure new sources of revenue. This includes exploring cost-sharing programs with senior levels of government as well as legislation to access alternative revenue sources such as those used in other jurisdictions.

Over the next 10 years, several Corridor Area Plans will be developed with the community to identify land use changes and street treatments along major corridors. Expanded infrastructure and servicing requirements will be identified along with anticipated costs and funding tools. The City will continue to explore alternative sources of funding that will not only recover new costs, but will also provide an incentive for sustainable development that will transform major roads and create great places for people (**Table 1**).

	Planning and Design	Infrastructure and Facilities	Municipal Services
EXISTING SOURCES OF REVENUE			
Development Levies and Local Area Costs		✓	
Property Taxes and Utility Rates	✓	✓	✓
Federal/Provincial Programs	✓	✓	
EXPANDED POTENTIAL REVENUE SOURCES			
Land Value Capture		✓	✓
Land Transfer Taxes		✓	✓

Table 1 - Potential Funding Sources





Broadway Avenue, Saskatoon, SK, Source: Urban Systems

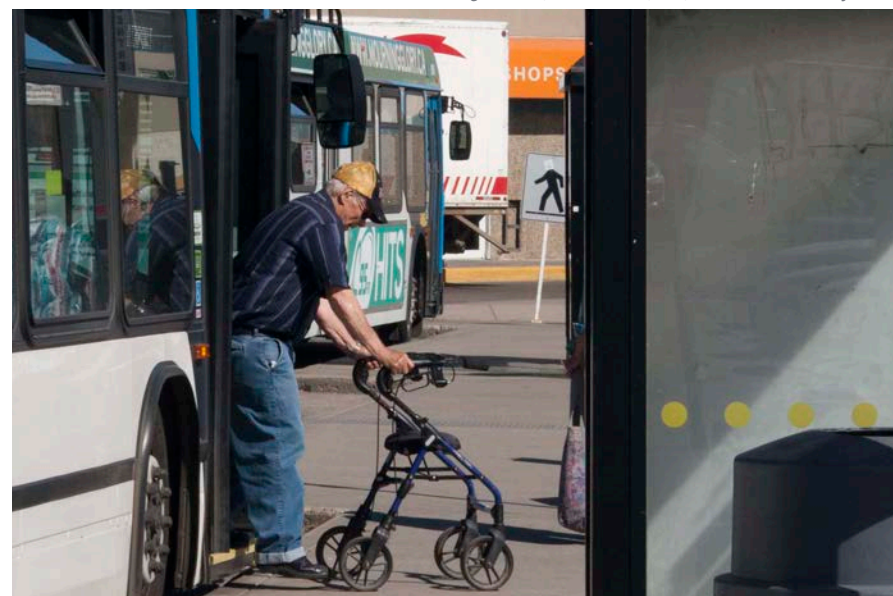




Downtown Transit Hub, Saskatoon, SK, Source: City of Saskatoon



College Drive, Saskatoon, SK, Source: Urban Systems



Lawson Heights Mall Transit Hub, Saskatoon, SK, Source: Urban Systems

PART 3: Transit

Public transit is a major focus of the Growth Plan. With a growing and aging demographic, the need for an accessible, efficient transit system with an attractive customer experience is increasing. While people will still use cars, an efficient transit system with rapid transit will provide options to alleviate congestion, ensuring people can move around the city quickly and easily. Transit will also support the goals of Corridor Growth. Frequent transit services and attractive transit facilities will act as a catalyst for redevelopment along major corridors, which in turn will support investments in rapid transit.

The Growth Plan includes enhancements to the way existing services are provided, increases to the amount and types of services available, and implementation of rapid transit over the next 30 years.



Figure 19 - Transforming 22nd Street West with Corridor Growth and Rapid Transit (Urban Systems' Rendering)



3.1 Saskatoon Today

Saskatoon's transit system accommodates approximately 9.5 million passengers per year (in 2013), or less than 5% of daily travel throughout the city. In comparison to other mid-size Canadian cities, the proportion of people using transit for their daily commute in Saskatoon is relatively low.

The transit system experiences many of the pressures typical of mid-sized cities in Canada. The system is designed as a 'hub-and-spoke' service centered on the Downtown and University (**Figure 20**). As a result, approximately 80% of all transit trips start and end in the Downtown and University areas. It is less attractive to use transit to access other areas of the city.

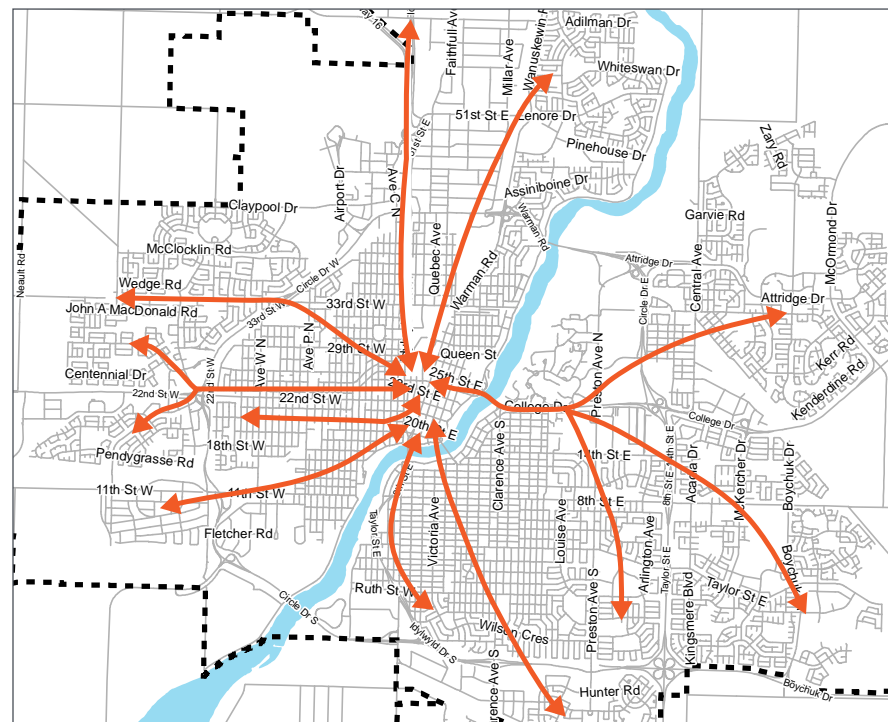


Figure 20 - Existing Transit System Structure (Hub-and-Spoke)

Most residents are also within reasonable walking distance to transit service (less than 400 m). Although service coverage is excellent, service frequency is generally low, with buses running every 15 minutes during peak periods and every 30 minutes (or more) during off-peak periods. The road network in many suburban areas also creates indirect transit travel for customers.

Recent suburban neighbourhood designs have created communities that are difficult to serve with the current system. Limited resources for transit mean areas of greater need receive moderate service levels, despite their potential ridership.

Like many Canadian cities, it is time for Saskatoon to move beyond a coverage based system where moderate transit services are within walking distance of most people, to one where exceptional services are concentrated along specific high-demand corridors.



3.2 The Future of Transit without the Growth Plan

Over the past decade, transit service increases have not kept pace with population growth in Saskatoon. If we maintain a ‘business as usual’ approach, service levels will continue to decrease over the next 30 years, as shown in **Figure 21**, putting us well below service levels in other communities and making it difficult to attract transit riders.

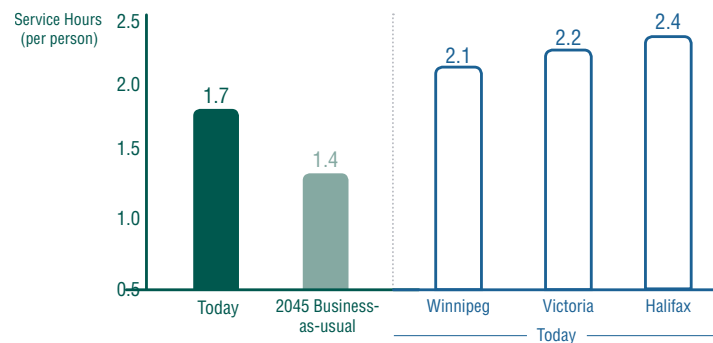


Figure 21 - Annual Services Hours per Person Comparison

Without a long-term plan for increasing services and investing in transit infrastructure, existing challenges will be exacerbated as the city grows. These challenges include:

- **Less coverage**, with more people walking more than 400 m to a transit stop.
- **Modest increases to service frequency on major corridors**, where travel demands are highest and reliance on transit is likely to increase substantially.
- **Demand exceeding capacity during peak periods**, with overloaded buses unable to pick up customers at transit stops.

- **Transit using the same street system as traffic**, where growing congestion and delays are increasing the cost of delivering the same service frequencies.
- **One-size-fits-all service** that does not serve the needs of an aging population or the unique mobility challenges of a growing city. This will place added pressure on specialized transit.
- **Limited evening and weekend services**, which are essential to a transit-friendly city.
- **Overall decline in city-wide transit mode share** (proportion of people using transit).

These patterns in turn impact the city’s road network. With declining transit service levels, city streets will attract more than 100,000 additional vehicle trips during peak hours alone over the next 30 years. Average trip distances will increase from 6 km to 10 km, while travel times will increase by more than 300%. In short, the established road network inside Circle Drive will be at capacity.

Transit is also key to enabling and supporting sustainable growth patterns. The City’s plan to support up to 50% of all growth within the core area inside Circle Drive depends on transforming major corridors, which relies on attractive transportation alternatives, such as rapid transit, walking, and cycling. Without significant investment in transit services and infrastructure, major corridors and the city’s Strategic Infill areas will likely remain auto-oriented. Without the Growth Plan and recommended investments in transit, the city may be unable to grow upward in a sustainable manner, and will instead face continued pressure to grow outward.



3.3 Aspirations for Transit

Transit in Saskatoon strives to be an attractive customer-oriented service. A broader range of services will support varying travel demands. Rapid transit will complement the overall transit system and serve as the spine of the transit network. Rapid transit corridors and stations will enhance mobility for residents and visitors.

When asked about the barriers to using transit in Saskatoon, many people point to transit frequency, travel time, directness, and reliability. When asked about the features that are most important for rapid transit, most people identified not only increased frequency, but a desire to minimize travel times between key destinations by giving transit priority through congested areas.

The long-term objectives for the transit system are to:

- ✓ Support and shape growth and development within the city
- ✓ Provide frequent, direct, reliable transit services for the most significant travel markets
- ✓ Provide neighbourhood services that support local area travel and connections to primary corridors
- ✓ Increase daily city-wide transit mode share (proportion of people using transit) from 4% to 8% percent over the next 30 years, and peak period transit mode share to the Downtown and University areas from 10% to 25%
- ✓ Provide facilities that enhance customer safety and comfort

3.4 Transit Plan

Whether reshaping services or enhancing the customer experience, the Transit Plan takes bold steps toward making transit an attractive choice. The plan includes three interrelated initiatives.

A. CUSTOMER EXPERIENCE

The customer experience is central to the success of transit in Saskatoon. The City has already launched several initiatives to make customer service a foundation of the transit business. Whether it's planning a trip or getting to the destination, many things can be done to improve the experience for customers of all ages and abilities (**Figure 22**). The following core initiatives are designed to improve the customer experience:

- **Real Time Bus Arrivals** will be expanded and implemented on all rapid transit routes and stations.
- **Mobile Apps** for third party services will provide routing, stop, and GPS location data on a go-forward basis.
- **Ongoing Website Upgrades** will support access for people with mobility and cognitive challenges. Customer assistance in other languages may be provided in the long-term.
- **Universally Accessible Bus Stops** will ensure passengers with and without mobility challenges can easily and safely access bus stops and stations.
- **Community Outreach** by specially trained staff will be available to customers who experience barriers to using the conventional transit system, such as seniors and people with mobility challenges.
- **Customer Satisfaction Surveys** for individual routes will provide a broad understanding of the diverse range of people using the system and their experiences.



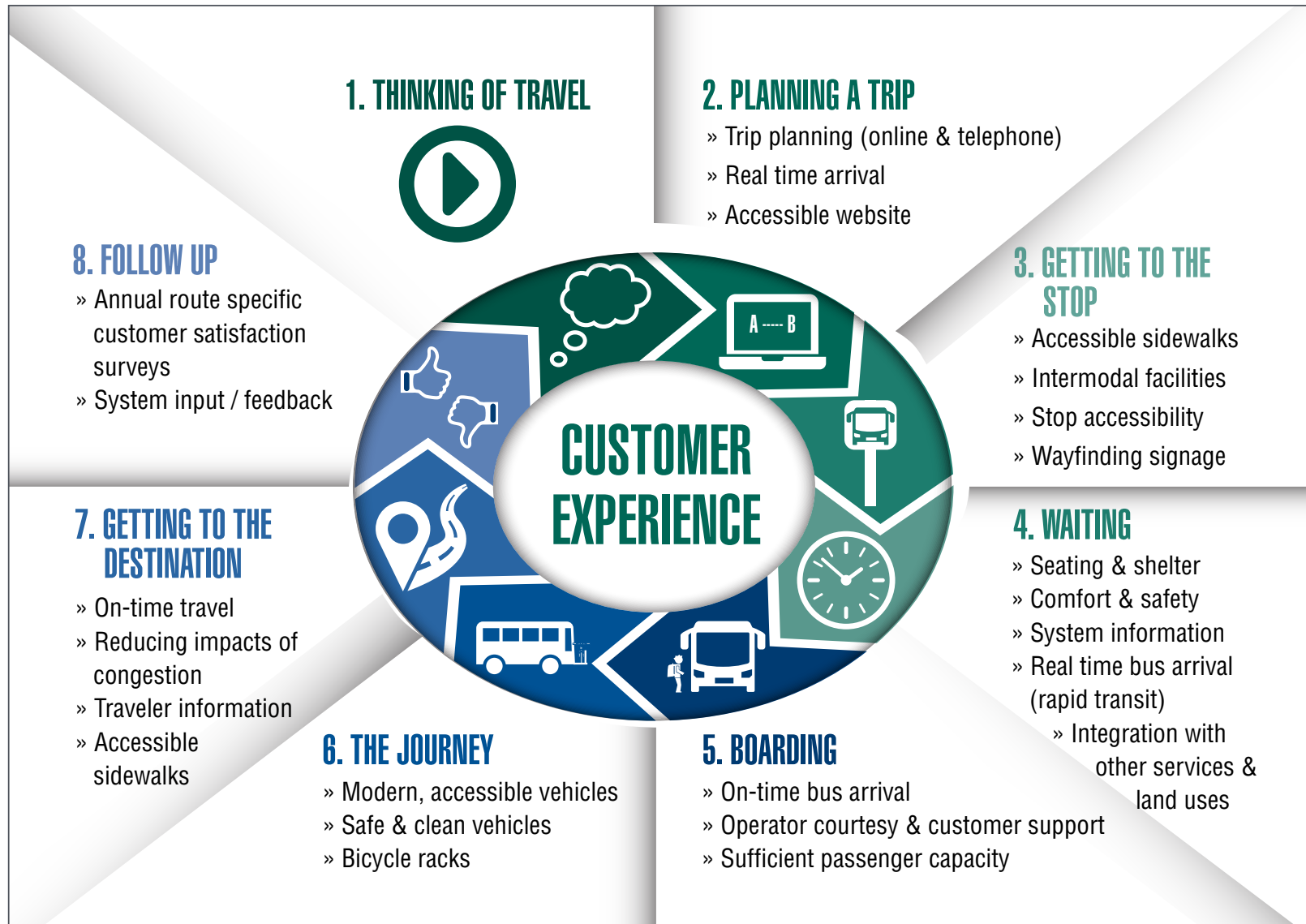


Figure 22 - Improving the Customer Experience

B. SERVICE PLAN

In order to increase the attractiveness of transit in Saskatoon, the amount, type, and quality of services must dramatically improve. The Service Plan is shaped by four key ingredients:

- **Grow service levels faster than population growth.** The Service Plan is based on significantly increasing service levels to 900,000 to 1,000,000 service hours per year, or between 1.8 and 2.0 service hours per capita, over the next 30 years. To accomplish this level of growth, annual service hours will need to increase by as much as 2.5% to 3.0% per year.
- **Increase the range of services to better suit differing customer needs.** An attractive transit system includes a broad range of services that support different travel and customer needs (**Figure 23**). To be economically viable, more frequent/direct services typically require higher scale and density of development as well as a greater mix of land uses. Lower density neighbourhoods and industrial areas are more conducive to community shuttle services operating less frequently, but with greater flexibility for customers.
- **Shift the structure of the transit system** from a hub-and-spoke system designed to principally serve University and Downtown travel to a grid system where other destinations are also convenient to access by transit.
- **Direct most services to the largest transit markets.** Instead of providing equal transit service to low demand areas and large transit markets, take steps now to adjust service frequency, directness, and hours of operation. This allows more resources to be invested where they have more impact (**Figure 24**).






SERVICE OR CORRIDOR TYPE	WHAT DOES IT DO?	VEHICLE TYPE	FREQUENT	DIRECT	FAST	RELIABLE	COVERAGE
Rapid Transit Corridors	Dedicated Bus Lanes & Stations. Supports Frequent & Conventional Transit Services.		✓	✓	✓	✓	
Frequent Transit	Connects higher demand areas.		✓	✓	✓	✓	✓
Conventional Transit	Connects neighbourhoods.					✓	✓
Community Shuttle	Connects low demand outer areas to main corridors.					✓	✓
Commuter Service	Connects with surrounding communities.			✓		✓	✓

Figure 23 - Broader Range of Transit Service

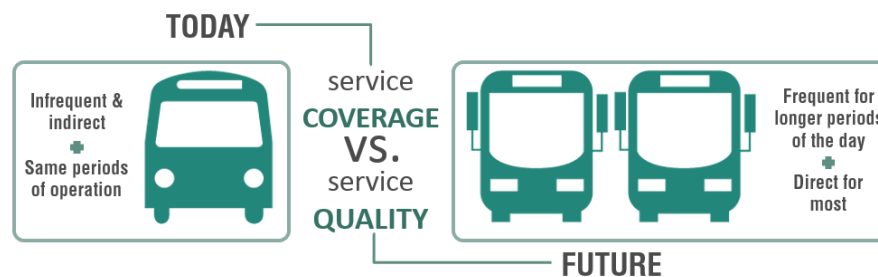


Figure 24 - Service Coverage vs. Service Quality Design



The Service Plan outlines a number of features to be developed gradually over the long-term (30 years or more):

- **Bus Rapid Transit (BRT) Corridors.** With half a million people, projected east-west and north-south ridership can be accommodated using buses in dedicated lanes and priority treatments. In the long-term, BRT corridors will form the ‘spine’ of Saskatoon’s transit system, with buses operating every 5 minutes or less throughout much of the day.
- **Frequent Transit Corridors (FTC).** Buses will operate at least every 15 minutes along FTCs, 15 hours a day, 7 days a week. Customers boarding transit along FTCs will enjoy an attractive bus service without needing to refer to a schedule.
- **Conventional Transit Services.** Within core areas of the city, a grid system of conventional services along several major roads will enhance access to BRT corridors and FTCs, where customers will be able to transfer at comfortable stops. As the largest part of the transit network, conventional services will support local trip-making with more direct and frequent access to areas of the city not well served by transit today.
- **Community Shuttle Service Areas.** In order to maintain reasonable coverage and access to transit, community shuttles or flexible transit services will provide access for local area travel and to other parts of the transit system.
- **Commuter Services.** Connections between surrounding communities (e.g. Warman / Martensville) and primary destinations in the city (e.g. North Industrial area, Downtown, University) will provide direct and reliable service.



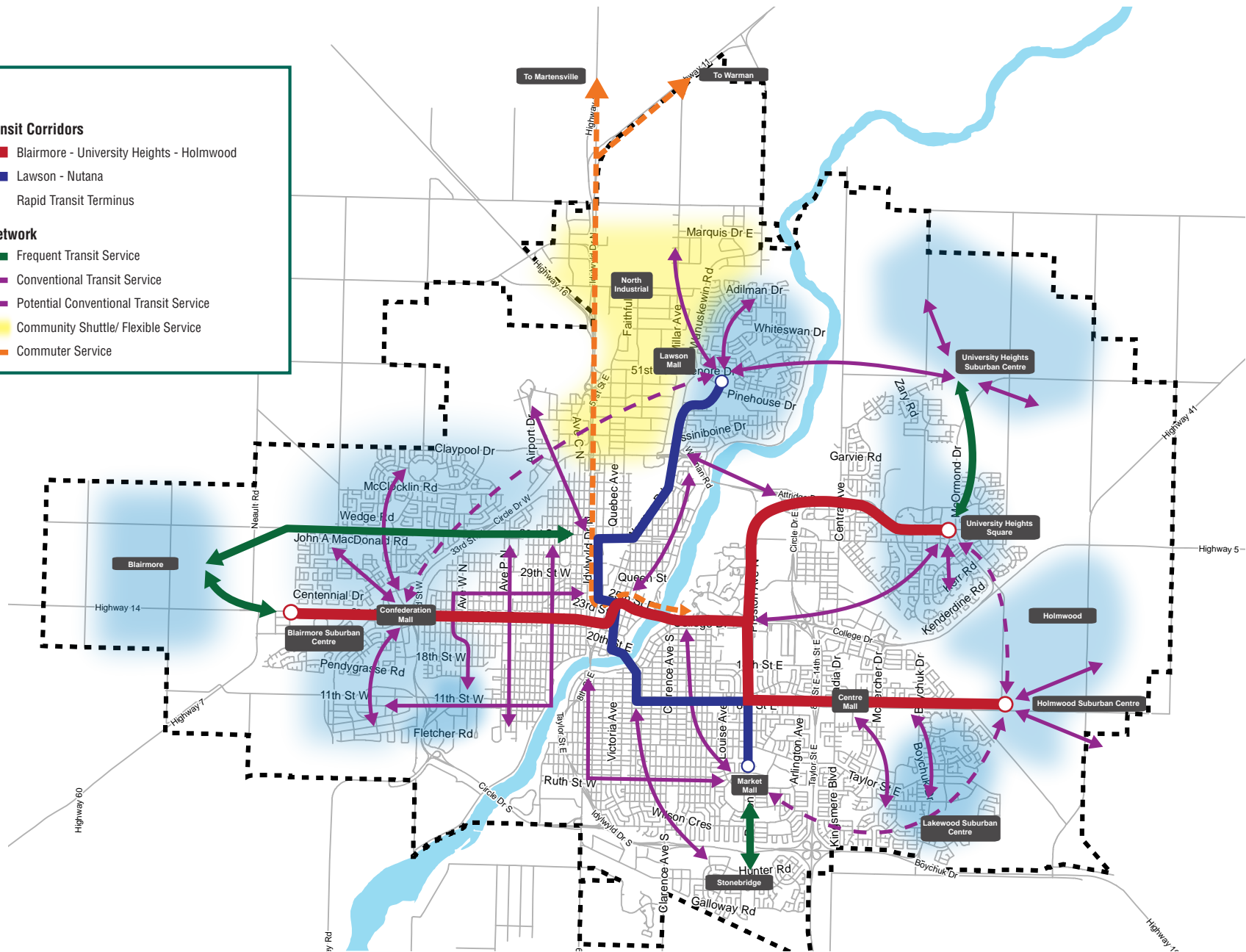
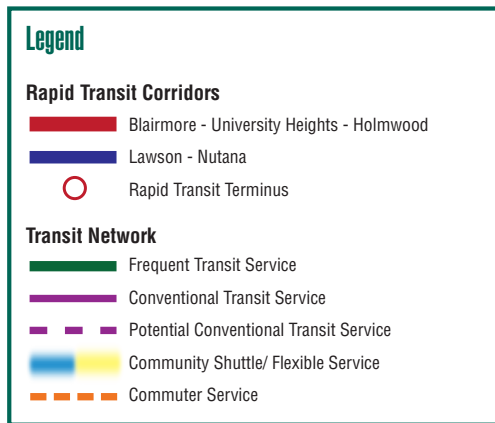


Figure 25 - Future Conceptual Transit Network



C. SUPPORT FACILITIES

Support facilities are essential to enhancing the customer experience and overall operation of the transit system. Five principle facilities are needed to support the Transit Plan.

- **Bus Fleet Replacement** of 10 buses per year. This will maintain a safe, reliable, and comfortable fleet with an average age comparable to other transit systems. It will also improve the accessibility of the fleet.
- **Bus Fleet Expansion** of five additional buses per year to support the ten-year service expansion.
- **Transit Priority Treatments** include operational changes, such as increasing stop distances and improving customer times entering and leaving the bus, as well as more active measures, such as traffic signal pre-emption for buses, intersection queue jumpers, and dedicated lanes.

- **Transition from Transit Terminals to BRT Stations** (23rd Street and Place Riel) as part of the Red Line BRT corridor.
- **Park-and-Ride Lots** along Red and Blue Line BRT corridors at five or more locations, including Blairmore Suburban Centre, Confederation Suburban Centre, University Heights Suburban Centre, Lawson Heights Suburban Centre, and Centre Mall area (**Figure 26**).

3.5 Growing Rapid Transit

Rapid transit will be designed to provide a quality transit experience that is fast, frequent, and reliable for customers throughout the city.

Bus Rapid Transit will serve the city's planned growth and travel demands for the next 30 years or more. Similar to cities such as Ottawa (and what's planned for Winnipeg), transit service along BRT corridors will include service from different areas of the city in order to deliver a bus approximately every 5 minutes to stops along the corridors. BRT facilities (such as bus-only lanes, bus queue jumpers at intersections, enhanced stations, and other customer amenities) will ensure the system is reliable and comfortable. BRT services and treatments along the corridors will be designed to support the largest transit markets across Saskatoon as well as transit-oriented land use patterns planned for major corridors (e.g. 22nd Street, College Drive, 8th Street).

Two rapid transit lines will be developed to support east-west (Red Line BRT) and north-south (Blue Line BRT) travel in Saskatoon.

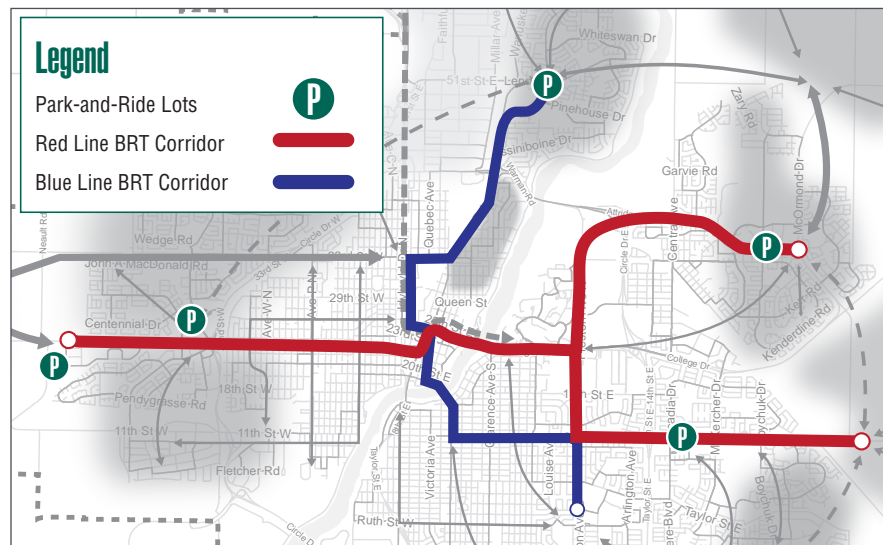


Figure 26 - Potential Park-and-Ride Locations



A. RED LINE BRT CORRIDOR

As east-west services increase across Saskatoon and more services are directed toward the Red Line BRT corridor from surrounding areas, customers will experience a bus every 5 minutes throughout the day along major corridors such as 22nd Street, College Drive, Preston Avenue, and 8th Street. In the long-term, the Red Line BRT corridor will provide approximately 22 km of bus-only lanes and 25 stations between Blairmore, University Heights and Holmwood, with direct connections to the Downtown and University areas (**Figure 27**).

Ultimately, the vision for the Red Line BRT corridor is to combine the quality of rail transit with the flexibility of buses. The Red Line BRT corridor will contribute to transit-oriented land use patterns and people-oriented street environments. Street treatments should ultimately be

designed and built to attract and accommodate people. In other words, BRT must be considered an integral part of the urban area rather than a separate utility serving travel demands.

Within Saskatoon, the BRT system will operate in a variety of environments—mostly surface, with the potential for elevated and/or underground sections at rail crossings in the long-term. BRT corridors where ridership is significant will be separated from general purpose traffic. Features that contribute to the uniqueness of BRT include:

- ✓ Reduced travel times over and above regular bus operations
- ✓ Frequent service during all periods of operation, seven days per week
- ✓ Buses serve stations rather than regular stops, and stations are spaced further apart



Figure 27- Recommended Red Line BRT Corridor & Stations



- ✓ Stations have unique, identifiable designs for passenger comfort and quality of experience
- ✓ Buses operate with transit priority treatments or in exclusive space to ensure reliable, attractive travel times and to bypass areas of recurring congestion
- ✓ Buses are generally larger and carry more passengers
- ✓ Passenger comfort is prioritized and alternative loading opportunities are used to expedite the passenger boarding process.

The Red Line BRT services and facilities can be implemented in stages as ridership increases, recurring delays on city streets grow, resources become available, and transit-oriented land use patterns evolve.

With growing congestion in the city, buses operating along all sections of the Red Line BRT corridor will be in dedicated lanes, as illustrated in **Figure 28**.

With the exception of College Drive, curb-side lanes are recommended for the majority of the corridor to allow for incremental development. Given the number of passengers getting on and off transit at the University, side running bus-only lanes along College Drive would allow for larger and more comfortable stations. As service levels grow, ridership increases and redevelopment along BRT corridors evolves, dedicated bus-only lanes will shift from curb side to centre or side running facilities. Although a bus-based system will more than accommodate the projected ridership for Saskatoon with half a million people, the evolution of BRT from curb to centre or side running should be designed to protect for and support longer-term transition to Light Rail Transit (LRT) beyond 30 years. A schematic of this transition from curb to centre lane BRT and then to LRT is illustrated for 8th Street in **Figure 29** along with changes to the surrounding land uses.

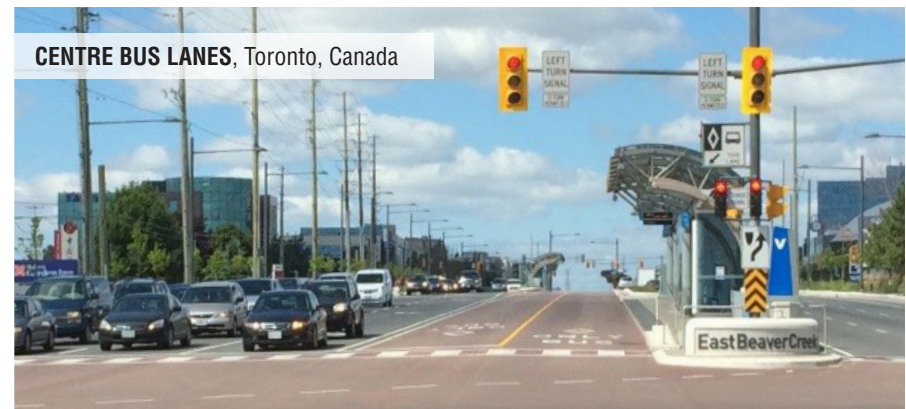


Figure 28- Examples of BRT Lanes, Source: Urban Systems



Stage 1 | Peak Period then All-day Curb Bus Lanes



STAGE 1 | SHORT TO MEDIUM-TERM

- Increase transit frequency
- Curb bus-only lanes (peak then all day)
- Corridor growth / transformation
- Increasing congestion
- Growing ridership as well as increased walking and cycling

Stage 2 | Centre Bus Lanes with Enhanced Facilities



STAGE 2 | LONG-TERM

- Additional transit services
- More corridor growth
- Growing congestion
- Centre bus-only lanes (all day)
- Significant transit ridership

STAGE 3 | VERY LONG-TERM

- Convert BRT to LRT

Stage 3 | Convert BRT Lanes to LRT

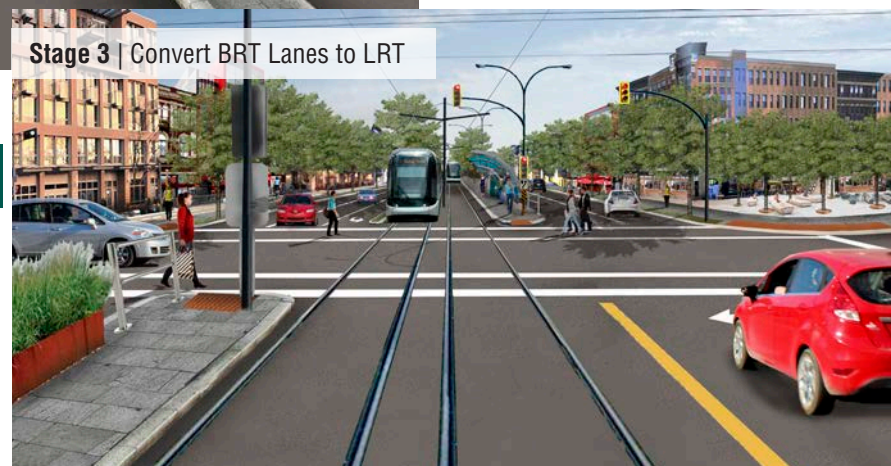


Figure 29 - Evolving the Red Line BRT Corridor on 8th Street | Renderings by Urban Systems



B. BLUE LINE BRT CORRIDOR

The Blue Line BRT corridor will extend approximately 12 km, supporting transit services between Nutana Suburban Centre and Lawson Heights Suburban Centre (**Figure 30**).

The Blue Line BRT corridor will be equipped with BRT stations featuring shelters, ticket vending machines, security cameras, and real-time information. As ridership along the corridor grows, transit stops will be converted to BRT stations.

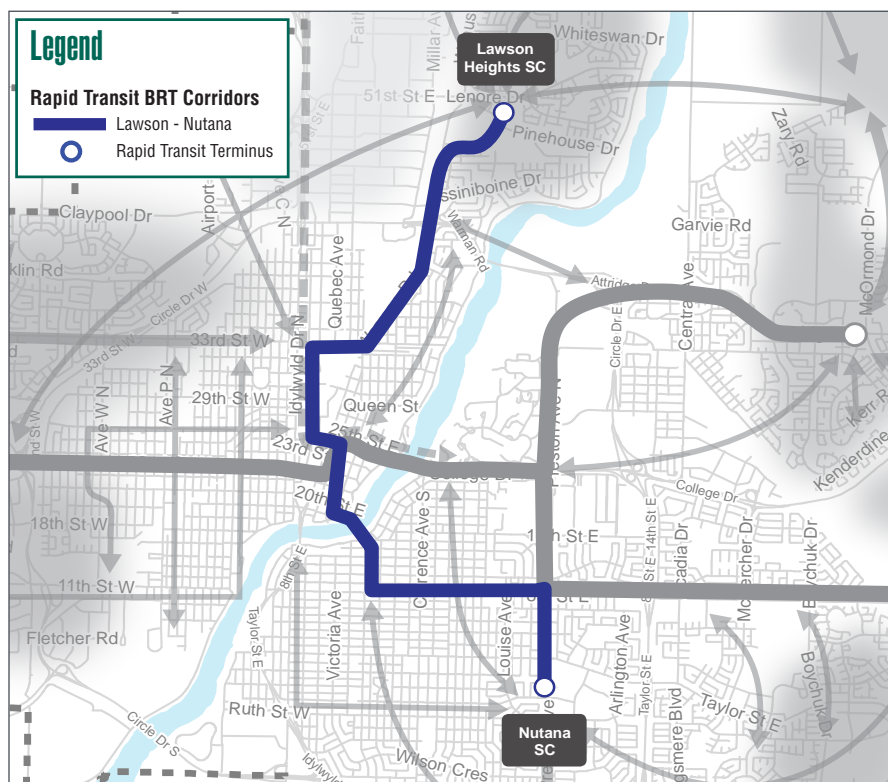


Figure 30 - Blue Line BRT Corridor

Although projected long-term ridership would not necessarily support dedicated bus-only lanes throughout the corridor, operational changes and minor capital projects (**Figure 31**) can be used to enhance service quality and reliability. This will ensure transit customers move faster than cars through areas of recurring congestion. These changes can be implemented over time as resources are available and need grows.

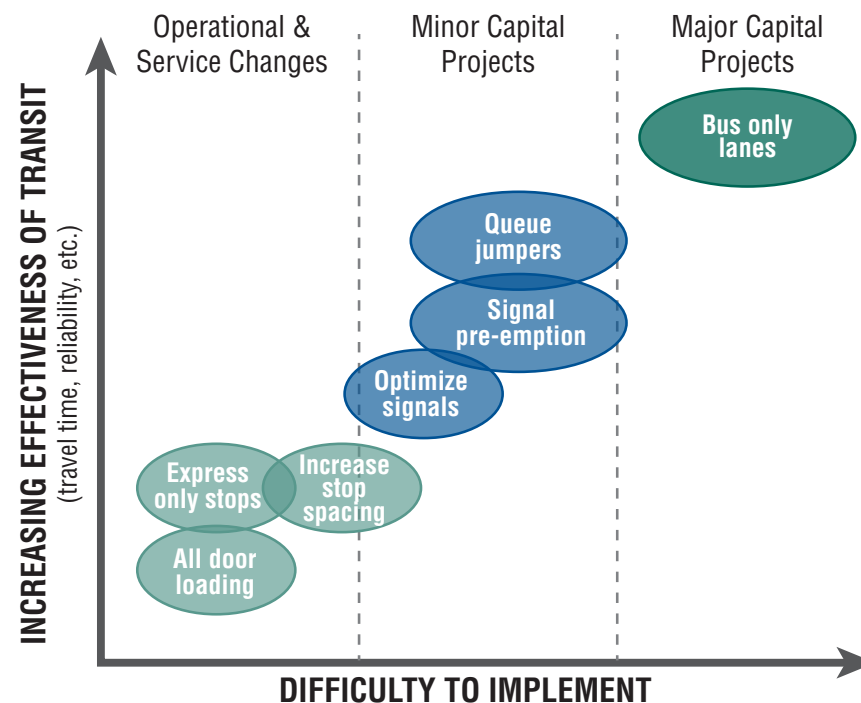


Figure 31- Potential Transit Priority Measures



3.6 Implementing the Transit Plan

The long-term Transit Plan is about more than increasing service frequencies and extending more of the same services to growing areas of the city. The Transit Plan is seeking to transform the transit system and shape sustainable land use patterns. It uses a multi-faceted approach to improve and expand services, implement new and more comfortable facilities, and provide support programs and services to enhance the customer experience.

The implementation strategy is separated into short-term, medium-term and long-term priorities as highlighted below.

A. SHORT-TERM PRIORITIES to be implemented within the next 5 years include:

- Annual reviews to optimize service delivery, restructure routes, and transition towards the long-term Transit Plan
- Customer service improvements (outreach, real time arrivals, mobile app, website upgrades, customer satisfaction surveys)
- Fleet renewal and expansion
- Increase service hours and frequencies to high ridership areas
- Plan, design, and construct Red Line BRT on 3rd Avenue and College Drive
- Design and construct priority measures for Blue Line BRT on 8th Street and Broadway Avenue
- Plan and design Park-and-Ride lots for Confederation, Wildwood, and University Heights

B. MEDIUM-TERM PRIORITIES to be implemented within the next 5 to 10 years include:

- Continue annual reviews to optimize service delivery and ensure Transit Plan implementation is on track
- Continue customer service improvements (outreach, real time arrivals, website upgrades, customer satisfaction surveys)
- Continue fleet renewal and expansion
- Continue increasing service hours and frequencies to high ridership areas
- Plan, design and construct Red Line BRT on 22nd Street, 25th Street, and 8th Street
- Design and construct priority measures for the remainder of the Blue Line BRT
- Construct Park-and-Ride lots for Confederation, Wildwood, and University Heights

C. LONG-TERM PRIORITIES to be implemented within the next 10 to 30 years include:

- Continue annual reviews to optimize service delivery and ensure Transit Plan implementation is on track
- Continue customer service improvements (outreach, website upgrades, customer satisfaction surveys)
- Continue fleet renewal and expansion
- Continue increasing service hours and frequencies to high ridership areas
- Plan, design and construct remaining Red Line BRT
- Design and construct Park-and-Ride lots for Lawson Heights and Nutana Suburban Centres



3.7 Financing Transit

Transit in Saskatoon is governed by City Council and managed through the City's Transportation and Utilities Department. The City is responsible for all decisions regarding service plans, fares, and local taxes associated with transit investments. The operation of conventional and specialized transit services is the responsibility of Saskatoon Transit, which operates all fixed route bus and Access Transit services. This includes delivery of services, maintenance, marketing, customer service, and fare collection.

The City is primarily responsible for funding transit operations in Saskatoon, with some Federal assistance for capital improvements through grant programs. Transit operations are principally funded through the farebox and property taxes, with limited ability to access other funding sources. Although many factors beyond the system contribute toward the success of transit, transit resources must be used efficiently to achieve the desired cost recovery from the farebox.

Over the next 30 or more years, investments in transit services and facilities must increase significantly, not only to improve the customer experience, but also to increase ridership. Additional service hours and new buses are required annually to gradually increase service levels in key areas. Improved facilities—from accessible stops and stations with customer amenities to BRT lanes and transit priority treatments on select streets—will require significantly more financial resources to implement and support.

The largest potential customer markets should see the most attractive service levels and facilities, with lower density, lower ridership areas

seeing modest levels of service. Using this strategic approach, a more than doubling of service hours is projected to yield a threefold increase in ridership by the time Saskatoon's population reaches half a million people. Despite increased ridership, without other funding sources Saskatoon will continue to rely on property taxes to cover approximately 50% of transit operating costs.

As Saskatoon grows, the City will see increasing pressures on social, recreational, and community services and facilities. With growing reliance on property taxes to fund many other municipal priorities, Saskatoon must seriously consider additional funding sources for transit services, facilities, and programs. Some of potential funding sources are already permitted, others will require legislative changes as well as new agreements with the Province.

The City recently completed a study on funding growth related infrastructure (Financing Growth Study). The transit needs for Saskatoon to support half a million people will require access to new potential funding sources (**Table 2**). The City will examine these alternatives along with the experience of other jurisdictions.

The City will use the Growth Plan and its overall aspirations for Sustainable Growth and Moving Around over the next 30 years to secure partnerships with the Provincial and Federal Governments on cost sharing for BRT facilities and services. The overall evaluation of alternative rapid transit technologies and routing as well as selection of a preferred plan for the Red Line BRT route will provide the foundation for discussing implementation priorities and potential partnerships.



Potential Funding Sources

Operating Revenues:

- ^ Transit Fares, Program Revenues, Charters & Special, Event Fees
^ Advertising

Local Property Tax

Park-and-Ride Facility Charges

Surcharges

- ^ Parking Surcharge
 ^ Sales Surcharge
 ^ Vehicle Registration Levy

Private Sector Partnerships

- ^ Partnership with Major Employers
- ^ Land Value Capture & Leases

Senior Government

- ^ Capital Grant Programs
 - ^ Regional Partnership Initiatives
 - ^ Building Canada Fund
- ^ Provincial Grants and Funding to be explored

Table 2 - Potential Funding Sources





Downtown Transit Hub, Saskatoon, SK, Source: Urban Systems

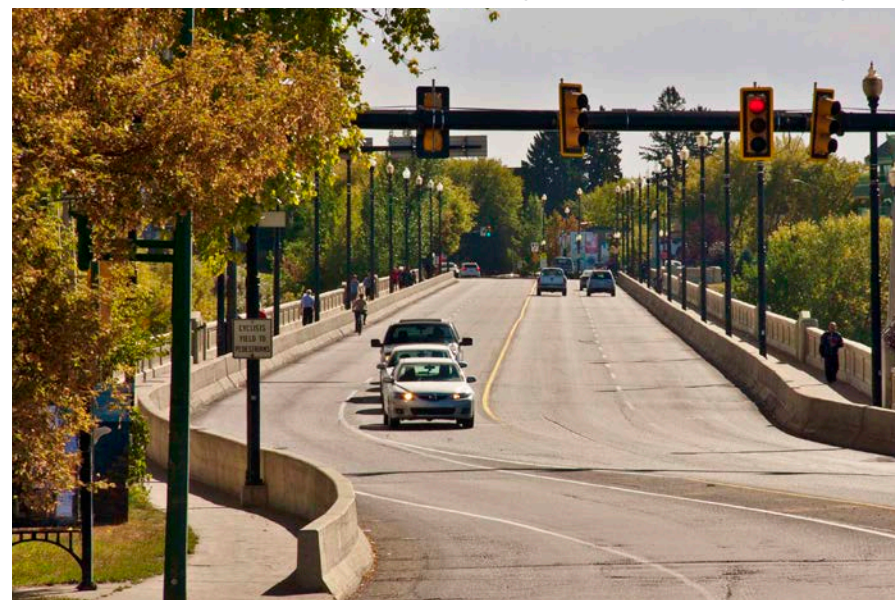




University Bridge, Saskatoon, SK, Source: Urban Systems



CRP Rail Bridge, Saskatoon, SK, Source: Urban Systems



Broadway Bridge, Saskatoon, SK, Source: Urban Systems



PART 4: Core Bridges

As with many North American cities, the movement of people, goods and services in Saskatoon is predominantly supported by municipal roads and highways. The city's road network is well developed, with a distinct hierarchy of local, collector, arterial, and freeway roads. As a city almost evenly bisected by the South Saskatchewan River, the six river crossings (including the Traffic Bridge) represent focal points of the road network and are defining elements of daily travel in Saskatoon.

In its planning, the City considers ongoing build-out and improvements to the road network within and outside Circle Drive to accommodate planned growth to half a million people. With increased commitment to sustainable growth patterns and transportation choices, the City is also carefully considering pressures on core area bridges (inside Circle Drive) and surrounding roads.

Forecasted travel demands across bridges and potential strategies to increase the people-carrying capacity of existing and potential future river crossings in Saskatoon's core area are explored as an integrated strategy of the Growth Plan.



University Bridge, Saskatoon, SK, Source: Urban Systems



4.1 Existing Major Roads and Core Bridges

Saskatoon's road network inside Circle Drive is distinctly different than the network outside Circle Drive. In the older, more established areas inside Circle Drive, a grid system of roads provides continuous north-south and east-west routes. With the exception of river crossings, the grid system provides a variety of route options, which reduces the need for six or eight lane roads within the urban area. The grid road system also helps to maintain the quality of urban areas by providing a coherent, walkable block structure with parcels that can easily redevelop over time.

Outside Circle Drive, the street system is more curvilinear and indirect; in some areas, there is only one route in and out of a neighbourhood. These areas tend to be less walkable and bicycle friendly. They are also challenging for transit as routes in and out are indirect and more difficult to serve.

Today, major roads and bridges inside core areas carry approximately 30% more vehicles in the afternoon peak period than in the morning. Since the opening of the Circle Drive South, core area bridges in Saskatoon now accommodate approximately 96,000 vehicles per day. At the same time, transit supports approximately 10,000 person trips per day across core bridges (approximately 10% of all daily travel).

With the construction of alternative routes such as Circle Drive South Bridge, core area bridges are increasingly serving local area travel demands to, from, and within established areas as opposed to trips across the city. As seen in other cities however, the capacity of bridges (such as the University Bridge and Broadway Bridge) often exceeds that of the urban streets they connect to. This means that signalized intersections on either side of the city's core area bridges typically create the traffic line-ups on the bridges and beyond during morning and afternoon peak periods.

4.2 Future Trends Without the Growth Plan

The City of Saskatoon and the Saskatchewan Ministry of Highways and Infrastructure have identified medium and long-term road network improvement projects needed to accommodate city growth as well as regional travel in and around the city over the next 30 years. These improvements, illustrated previously in **Figure 5**, include construction of the Traffic Bridge and North Commuter Parkway Bridge and associated roads, scheduled for completion by 2018.

If transit services expand at a rate lower than population growth ('business as usual' approach discussed in Part 3), Saskatoon's road network will support 100,000 additional vehicle trips during the afternoon peak hour by 2045. Although average travel distances by car will increase from 6 km to 10 km, average vehicle travel times throughout the city will increase by more than 300%. Based on forecast growth in travel, the established road network inside the Circle Drive area will be operating at or beyond capacity in many locations. At the same time, forecast travel demands across core area bridges will exceed capacity, with a projection of severe congestion by 2045. These inherent relationships are illustrated in **Figure 32**.



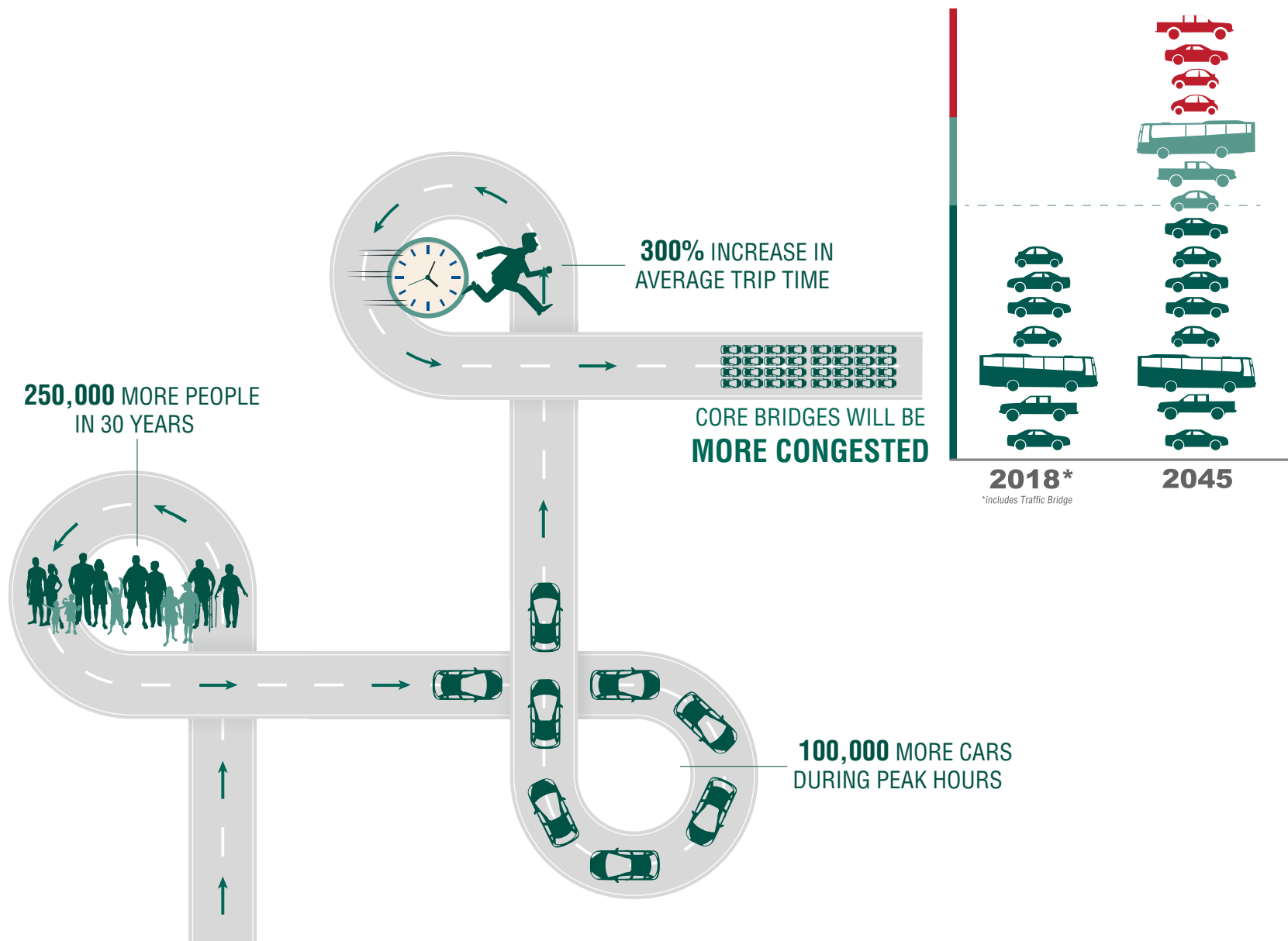


Figure 32 - 'Business as Usual' Patterns



4.3 Aspirations for Core Bridges

Core area bridges will continue to be primary routes to and from established areas of the city, while planned peripheral roads and bridges will support travel between suburban growth areas, as well as to areas outside city boundaries. In the public engagement process, citizens supported the need to increase ‘people-carrying capacity’ across the river by either converting bridge lanes to rapid transit and/or building a new bridge to accommodate increased vehicle travel and rapid transit. Only a small proportion of citizens preferred to ‘do nothing’ or take the ‘business as usual’ approach to the long-term challenges of core area bridge congestion.

The plan for core area bridges and surrounding roads supports the Growth Plan by maximizing existing infrastructure through localized improvements and increasing people-carrying capacity through transit investments. The addition of a new bridge should focus on the following goals:

- ✓ Connecting arterial roads that serve travel between growing infill communities in Saskatoon
- ✓ Primarily serving core area travel rather than travel that starts and ends outside Circle Drive
- ✓ Connecting pedestrians, cyclists, transit, and vehicles to promote sustainable modes of travel within the core area
- ✓ Continuing the existing grid road system in the core area to promote alternative modes of travel and minimize impacts of increasing traffic on neighbourhoods
- ✓ Creating an urban street character on both sides of any new crossing in the core area

4.4 Considering the Possibilities

Although the capacity of existing bridges is largely influenced by connecting streets and intersections on either side, improvements to the surrounding street system will not address long-term challenges.

With input from the community, several possibilities to enhance the capacity of existing crossings were considered. The possibility of widening existing bridges was found to be limited by their structural design. Reversible lanes (three lanes in the peak direction and one lane in the off-peak direction) were also considered. However, because traffic volumes crossing the bridge in the off-peak direction are approximately 85% of the peak direction, this concept would not be effective at moving more people. This means that any increase to the people-carrying capacity of core area bridges will need to be achieved by significant increases to transit service and/or a new river crossing. Alternative crossing possibilities examined in the Growth Plan are illustrated in **Figure 33** and briefly described below.

1. **‘Business as Usual’.** The first scenario included building planned roads for peripheral area growth, limited change to roads inside Circle Drive, and modest increases to transit service levels. Although the large proportion of people who participated in the public engagement process did not favour a ‘business as usual’ approach, it remained on the table for comparison purposes.
2. **Transit Plan and Rapid Transit** (plus ‘business as usual’ road improvements). The second scenario included significant increases to transit services (from 2.5% to 3.0% per year) to increase the people-carrying capacity of existing major roads and core area bridges. This scenario included the provision of Red and Blue Line BRT corridors (Section 3.6). Dedicated bus-only lanes would be



implemented across the University Bridge and connecting roads on the east (e.g. College Drive, Preston Avenue and Attridge Drive) and west (e.g. 25th Street, 3rd Avenue and 22nd Street) sides.

- 3. Build a New Bridge** (33rd Street/Preston Avenue or Queen Street). The third scenario included building a new bridge to serve planned growth of approximately 125,000 people in Strategic Infill, Neighbourhood Infill, and Corridor Growth areas described in the Growth Plan. This crossing strategy would also include the ‘business as usual’ improvements to planned road networks as well as modest transit investments.

Two alternative crossings were considered. A 33rd Street/Preston Avenue bridge would connect arterial roads on the east and west sides of the river—33rd Street and Preston Avenue/Attridge Drive. This alignment would support the University of Saskatchewan’s plans for growth and development of endowment lands as envisioned in its Vision 2057: University Land Use Plan. The Queen Street crossing was identified through feedback received during public events. The crossing would connect the collector road on the west side of the river at Spadina Crescent to the central area of the University of Saskatchewan campus on the east side, before connecting with Preston Avenue. Due to anticipated impacts to

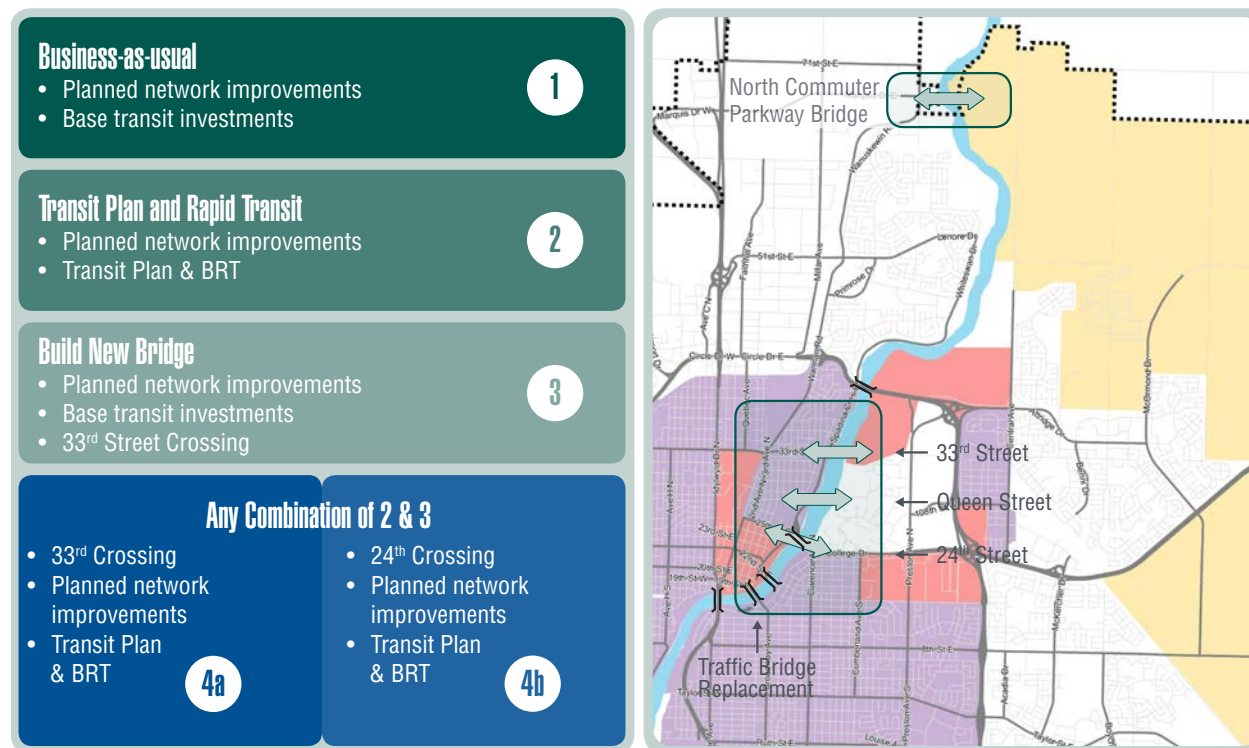


Figure 33 - Core Area River Crossing Possibilities



existing buildings, future development plans, and environmentally-sensitive areas on or near the University campus, this option was ruled out from further consideration. From a technical perspective, the 33rd / Preston Avenue crossing provided the following overall benefits:

- Connects arterial roads where their function is already designed to serve travel between neighbourhoods and areas of the city;
- Adds to the grid road system within the core area inside Circle Drive to properly disperse traffic;
- Has the ability to handle projected traffic volumes with reasonable improvements to the road network on either side without significant impacts on, or requirements for, adjacent properties;
- Serves core area travel demands today and projections for the long-term with an increase in population and employment in Strategic Infill Areas, Neighbourhood Infill Areas, and Corridor Growth; and,
- Benefits walking, cycling, and transit.

4. Combined Bridge and Transit Plan. The fourth and final scenario included combinations of planned network improvements, the Transit Plan, and a new crossing at either 33rd Street / Preston Avenue (Scenario 3) or 24th Street. A 24th Street bridge would support two lanes and function as a one-way couplet with 25th Street and the existing University Bridge. The University Bridge would serve westbound traffic while a 24th Street bridge would serve eastbound traffic. Each crossing would also support dedicated bus-only lanes. The 24th Street crossing was not considered as a standalone option as it would connect to College Drive, which already serves traffic from the University Bridge.

The four core area bridge and network scenarios were technically evaluated based on transportation, community, environmental, and financial impacts and benefits as summarized in **Table 3**.

Overall, the larger transit investments included in Scenarios 2 (Transit Plan), 4A (33rd Street / Preston Avenue and Transit Plan) and 4B (24th Street Crossing and Transit Plan) will provide significant benefits to both transit and vehicle travel across the city. The Transit Plan will increase transit ridership and reduce the amount of vehicle travel substantially. Fewer vehicles means less congestion on the city's major roadways. Additionally, transit reliability and travel times will improve significantly with dedicated BRT lanes and transit priority facilities. As noted however, the addition of the 33rd Street Bridge in Scenario 4A results in slightly lower vehicle delays across the system than implementing a 24th Street Bridge. In this regard, the transportation benefits are slightly higher for Scenario 4A (33rd Street / Preston Avenue and Transit Plan).

Of the two core bridge crossing options, both the 33rd Street and 24th Street crossings would have varying impacts on established communities on the west side of the river. With a new bridge, future traffic would increase substantially on either 33rd Street or 24th Street between Spadina Crescent and Idylwyld Drive. West of Idylwyld Drive, traffic is expected to increase on 33rd Street in all scenarios as a result of growth to half a million people. The 33rd Street/Preston Avenue crossing however, improves connectivity for all modes serving planned growth in the City Centre, downtown and University lands.

Given the importance of encouraging alternative modes of transportation, the need for a new river crossing may be deferred for the long-term through accelerated investments in transit services and facilities, sustainable land use patterns, and provision of enhanced pedestrian and cycling facilities.



Criteria		SCENARIO 1 (Business-as-Usual)	SCENARIO 2 (Transit Plan)	SCENARIO 3 (Build New 33 rd Street / Preston Crossing)	SCENARIO 4A (33 rd Street / Preston Crossing & Transit Plan)	SCENARIO 4B (24 th Street Crossing & Transit Plan)
TRANSPORTATION						
	Vehicle Mobility Savings: Change in travel time per vehicle	-				
	Transit Mobility Savings: Change in travel times per person	-				
	Traffic Diversion: Traffic diversion from other river crossings	-				
	Transit Ridership Change: Change in PM peak hour transit ridership	-				
	Walking & Cycling: Potential for increased walking and cycling	-				
COMMUNITY						
	Neighbourhood Impacts: Degree of community severance	-				
	Property Requirements: Impacts on property	-				
	Community Connectivity: impacts on community connectivity	-				
ENVIRONMENT						
	GHG Emissions: Vehicle emission reductions	-				
	Sensitive Areas: Potential impact on sensitive areas	-				
FINANCIAL						
Costs (2014 \$)	Annual Transit Operating Cost Increase: Estimated increase in annual operating cost		\$22-32M	\$0	\$22-32M	\$22-32M
	River Crossing: Estimated Capital Cost		N/A	\$100M	\$100M	\$70M
Benefits	Transit Travel Time Savings: % reduction in passenger transit travel time	-	(5.0%)	(0.1%)	(5.0%)	(5.0%)
	Vehicle Travel Time Savings: % reduction in vehicle travel time	-	(3.4%)	(2.9%)	(5.2%)	(3.5%)

Table 3 - Technical Evaluation Summary of Core Bridge Strategies

LOW OR NEGATIVE MODERATE OR NEUTRAL HIGH OR POSITIVE



4.5 The Long-Term Plan

Core areas inside Circle Drive are expected to accommodate 50% of the city's long-term growth, with 125,000 new residents concentrated in the Strategic Infill Areas (University, North Downtown and City Centre), as well as along major corridors and through Neighbourhood Infill. This means more people will need to move to, from, and within the core area inside Circle Drive.

The overarching vision guiding the review and evaluation of alternative core area river crossing strategies is creating a transportation system that supports vibrant communities in the core area and prioritizes mobility for transit, walking, and cycling. In doing so, any core area bridge strategy must connect arterial roads, primarily serve core area travel needs, increase sustainable modes of travel, continue the grid road system characteristic of Saskatoon's core area, and contribute to enhancing the urban character of major roads.

After an extensive process that considered all possibilities, the plan for core area river crossings has three distinct features essential to supporting the overall growth of Saskatoon to half a million people.

A. MAXIMIZE CAPACITY OF EXISTING RIVER CROSSINGS

The capacity of bridges in Saskatoon is largely influenced by the streets and intersections they connect to. The City will consider operational strategies (e.g. intersection improvements on both sides of existing bridges) to improve and maximize the vehicle carrying capacity of the streets that connect to bridges.

B. IMPLEMENT THE TRANSIT PLAN

The long-term Transit Plan (**Figure 24**) will not only provide transportation choice, it will also support planned growth across the city over the next 30 years. The Transit Plan is essential to reducing pressures on the city's road network, in particular the core area river crossings. Implementation of the Transit Plan will potentially allow major road investments and additional core area bridges to be deferred.

C. NEW RIVER CROSSING

With planned growth of approximately 125,000 people concentrated in Strategic Infill Areas (University, North Downtown and Downtown) as well as along major corridors and through Neighbourhood Infill, a new river crossing would connect growing areas on both sides of the river. The crossing would provide a multi-modal connection, including up to four travel lanes, separate bicycle facilities, and sidewalks on both sides of the bridge. As a long-term approach, further information will be required before a final decision on a new river crossing is required. This Strategy will be revisited following completion of the Traffic and North Commuter Parkway Bridges to evaluate changes in travel demand patterns. Monitoring the impact of transit and active transportation investments to ensure they are achieving their intended objectives will also occur before pursuing further analysis and technical evaluations that would be required for a new river crossing.



4.6 Implementing the Core Area Bridge Plan

The long-term plan for core area bridges is a multi-faceted approach that includes investing in transit and maximizing use of existing river crossings before building a new crossing. The following implementation priorities support the overall Growth Plan.

A. 5 YEAR PRIORITIES

Within the first five years, the City will explore operational improvements to the urban street system (e.g. intersection improvements) connecting core area river crossings in order to maximize the existing capacity and investments. These shorter-term improvement strategies may include signal timing and prioritization for major roads connecting to bridges, signal coordination along connecting roads, additional lanes or modifications, and/or turn restrictions.

During the initial stage, the City will also begin implementation of the Red Line BRT corridor with dedicated bus-only lanes and stations along College Drive and 3rd Avenue. The investments in transit services and facilities will ensure not only that residents across the city have attractive travel choices, but that investments are made in areas that have the greatest potential for increased transit ridership. This strategy will reduce pressure on core area bridges by increasing the people-carrying capacity of the existing road network.

B. 10 YEAR PRIORITIES

Between years 5 and 10, the City will review changes in vehicle and transit travel across core area bridges, some of which will occur as a result of the opening of the Traffic and North Commuter Parkway bridges. Changes in core area bridge travel will be assessed in relation

to the long-term Core Bridge Strategy. Results may inform and even accelerate further investments in operational improvements on either side of the bridge and/or in transit services and facilities serving customers crossing the river. During this period, the City will continue to invest in improving transit services to support the largest customer markets and increase the people-carrying capacity of Saskatoon's major roads.

C. LONG-TERM (BEYOND 10 YEARS)

The long-term plan includes a new river crossing to serve development on the University of Saskatchewan lands, North Downtown, and Downtown Strategic Infill areas as well as to support east-west travel. Before investing in a new crossing, the City will monitor progress on planned growth and development in these key areas as well as transit travel demand patterns.

If growth is occurring as planned and transit investments are resulting in ridership increases across core area bridges, the City will need to undertake additional analysis of the river crossing options for deliberation before a final decision is made on the location for a new river crossing. After a location is chosen, the City would plan and design the river crossing and any necessary connections. Consistent with the aspirations of Corridor Growth (Part 2), the river crossing and connecting streets will be designed to create a vibrant street environment and to support the land uses surrounding them. Methods to minimize traffic impacts on existing neighbourhoods will be part of the initial planning and design process.



4.7 Financing Core Bridges

In support of the Growth Plan, the City recently completed a study on funding growth related to infrastructure (Financing Growth Study). Consistent with the Planning and Development Act, the City has the authority to impose development levies for road-related infrastructure (including bridges) needed to support growth. There are three approaches to funding core bridges and associated roadworks:

- **Development Levies.** The City of Saskatoon imposes development levies for local and offsite services required to service new development. Levies for roads can be applied as a city-wide charge, where all development pays the same rate regardless of location.
- **Property Taxes and Government Grants.** Provincial and federal cost sharing has been used extensively to fund major road and transportation infrastructure projects related to growth, which may or may not be supported by development levies. Within the City, major road improvements, such as the North Commuter Parkway, are also funded through property taxes and other government grants.
- **Subdivision Agreements.** For 'on-site' related growth, subdivision agreements may require construction of adjacent major roads.





Broadway Bridge, Saskatoon, SK, Source: Urban Systems





Views of Downtown from University Bridge, Saskatoon, SK, Source: Urban Systems



Spadina Crescent, Saskatoon, SK, Source: Chris Uhl



Fireworks Festival, Saskatoon, SK, Source: Tourism Saskatoon



PART 5: Conclusion

The City's Strategic Plan 2013-2023 defines seven strategic goals. The Growth Plan advances these goals and provides the foundation for achieving a world-class city. The initiatives outlined in this part of the Growth Plan include Corridor Growth, Transit, and Core Bridges. Each of these strategic initiatives is inextricably linked and serves as a cornerstone to accommodating half a million people over the next 30 years.

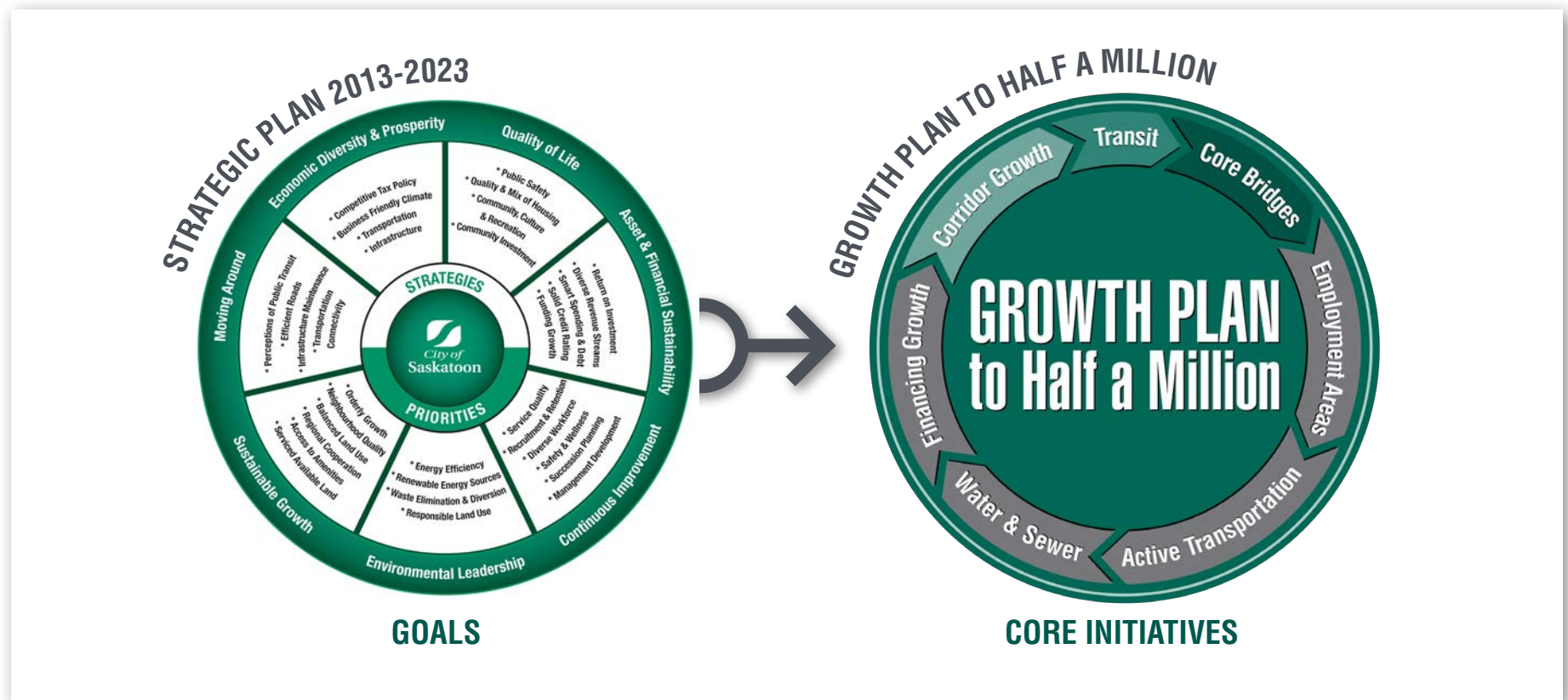


Figure 35 - Strategic Plan 2013-2023 Goals & Growth Plan Core Initiatives





5.1 Corridor Growth

The Growth Plan identifies opportunities for developing vibrant communities along major corridors, supported by attractive transit services. A shortlist of major corridors with the greatest potential for redevelopment, along with their relative priority based on several key ingredients, includes 22nd Street, 8th Street, College Drive, and Idylwyld Drive.

Together, these priority corridors have the potential to accommodate anywhere from 11,000 to 22,000 dwelling units. While Corridor Growth will be primarily residential in nature, there will also be supporting retail, office, and institutional development, particularly near rapid transit stations. These uses are vital to establishing well-connected urban villages and supporting an efficient rapid transit system for Saskatoon.

Redevelopment of these priority corridors can significantly shift growth patterns for Saskatoon, while improving the street environment and options for moving around. In fact, the high priority corridors could account for up to 15% of the city's growth over the next 30 years, helping to shift the balance of growth to 50% suburban and 50% infill.



5.2 Transit

The Growth Plan provides guidance for the way transit services will be provided in Saskatoon. It lays out the amount and types of services that will be available and the implementation of rapid transit over the next 30 or more years.

The Transit Plan outlines long-term changes that can begin immediately. Whether adding and reshaping services or enhancing the customer experience, the City can take bold steps toward making transit an attractive choice that will help to shape sustainable growth patterns. The four interrelated initiatives outlined in the Transit Plan include:

A. IMPROVING THE CUSTOMER EXPERIENCE

Whether residents are planning a trip or getting to their destination, many improvements will be implemented to enhance the experience for customers of all ages and abilities. Some are continuous improvements to existing practices, while others are new initiatives designed to increase use of conventional transit services in Saskatoon.

B. SERVICE PLAN

The amount, type, and quality of services will be dramatically improved to make transit more attractive. This will include:

- Growing the amount of services available in Saskatoon faster than population growth in order to enhance service levels.
- Increasing the range of services to better suit differing customer needs.
- Shifting the structure of the transit system from a hub-and-spoke system designed to principally serve University and Downtown travel to a grid system to serve other destinations.
- Directing most services to the largest transit markets rather than providing equal transit service everywhere.



C. RAPID TRANSIT

Bus Rapid Transit (BRT) will form the spine of the transit network serving travel demands for the next 30 or more years and support planned growth. BRT corridors will form the 'spine' of the transit system, and will accommodate services from different areas of the city to deliver a bus approximately every 5 minutes. BRT facilities (such as bus-only lanes, bus queue jumpers at intersections, dedicated stations, and other customer amenities) will help make transit trips quicker and more comfortable for customers.

In the long-term, the Red Line BRT corridor will provide approximately 22 km of bus-only lanes and 25 BRT stations between Blairmore, University Heights, and Holmwood, with direct connections to the Downtown and University areas. The Blue Line BRT corridor will extend approximately 12 km, supporting transit services between Nutana and Lawson Heights Suburban Centres. Both rapid transit corridors will also be equipped with BRT stations with shelters, ticket vending machines, security cameras, and real-time information.

D. SUPPORT FACILITIES

Support facilities will enhance the customer experience and overall operation of the transit system. These include bus fleet replacement and expansion, transit priority treatments, and Park-and-Ride lots.



5.3 Core Bridges

As with many North American cities, the movement of people, goods, and services in Saskatoon is predominantly supported by municipal roads and highways. The City of Saskatoon and the Saskatchewan Ministry of Highways and Infrastructure have identified medium and long-term network improvements needed to accommodate city growth as well as regional travel in and around the city over the next 30 years.

Saskatoon's road network will support 100,000 additional vehicle trips during the afternoon peak hour by 2045. Based on forecast growth in travel, the established road network inside the Circle Drive area will be operating at or beyond capacity in many locations. At the same time, forecast travel demands across core area bridges will exceed capacity, with a projection of severe congestion by 2045.

The plan for core area bridges and surrounding roadways outlined in the Growth Plan centres on:

A. MAXIMIZE CAPACITY OF EXISTING RIVER CROSSINGS

The capacity of existing river crossings will be maximized through operational strategies. For example, intersection improvements on both sides of existing bridges will help to improve and maximize the vehicle carrying capacity of the streets that connect to the existing river crossings.

B. IMPLEMENT THE TRANSIT PLAN

Implementing the Transit Plan will provide transportation choice and support planned growth across the city over the next 30 years. The Transit Plan is essential to reducing pressures on the city's roadway



network, in particular the core area river crossings. Accelerated Transit Plan investments will allow major roadway investments and additional core area bridges to be deferred. Investments in Active Transportation will also be an important part of reducing pressures on the roadway network as the city grows.

C. BUILD A NEW RIVER CROSSING

With planned growth of approximately 125,000 people concentrated in Strategic Infill Areas (University, North Downtown and Downtown) as well as along major corridors and through Neighbourhood Infill, a new river crossing within Circle Drive will be needed in the long term to provide a multi-modal connection to these growing communities, and to address increased travel demand.

5.4 Implementation Priorities

Growth Plan implementation can begin immediately to prepare the city for growth and change. Once approved, implementation of the initiatives will begin with the following 10 year priorities:



Corridor Growth. Development of Corridor Area Plans for high priority corridors and adoption of design guidelines to direct growth and redevelopment activities.



Transit. Annual reviews to optimize transit services with increased investment in fleet, services, facilities, and customer service initiatives.



Core Bridges. Emphasis will be on increasing the people-carrying capacity of existing roads and bridges as core areas of the city grow.



Downtown, Saskatoon, SK, Source: Urban Systems



	SHORT-TERM (<5 YEARS)	MEDIUM-TERM (5-10 YEARS)	LONG-TERM (BEYOND 10 YEARS)
CORRIDOR GROWTH	<ul style="list-style-type: none"> Develop Corridor Area Plans for 8th Street East (Preston to McKercher Drive), Preston Avenue and Holmwood Suburban Centre Adopt and implement TOD Design and Complete Streets Guidelines 	<ul style="list-style-type: none"> Develop Corridor Area Plans for 22nd Street and Confederation Suburban Centre 	<ul style="list-style-type: none"> Develop Corridor Area Plans for Idylwyld Drive (25th Street to Circle Drive) and 8th Street (Preston Avenue to Broadway Avenue)
TRANSIT	<ul style="list-style-type: none"> Annual reviews to optimize service delivery, restructure routes and transition towards long-term Transit Plan Customer service improvements (outreach, real time arrivals, mobile app, website upgrades, customer satisfaction surveys) Fleet renewal and expansion Service hour and frequency increases to high ridership areas Plan, design and construct Red Line BRT on 3rd Avenue and College Drive Design and construct priority measures for Blue Line BRT on 8th Street and Broadway Avenue Plan and design park-n-ride lots for Confederation, Wildwood and University Heights 	<ul style="list-style-type: none"> Continue annual reviews to optimize service delivery and ensure Transit Plan implementation is on track Customer service improvements (outreach, real time arrivals, website upgrades, customer satisfaction surveys) Continue fleet renewal and expansion Continue increasing service hours and frequencies to high ridership areas Plan, design and construct Red Line BRT on 22nd Street and 25th Street Design and construct priority measures for remainder of Blue Line BRT Construct park-n-ride lots for Confederation, Wildwood and University Heights 	<ul style="list-style-type: none"> Continue annual review to optimize service delivery and ensure Transit Plan implementation is on track Customer service improvements (outreach, website upgrades, customer satisfaction surveys) Continue fleet renewal and expansion Continue increasing service hours and frequencies to high ridership areas Plan, design and construct remaining Red Line BRT Design and construct park-n-ride lots for Lawson Heights and Nutana Suburban Centres
CORE BRIDGES	<ul style="list-style-type: none"> Maximize existing crossings and focus efforts and investments in developing transit and active transportation networks 		<ul style="list-style-type: none"> Reconfirm the need for and finalize the location of the new core river crossing

Figure 36 - Short-, Medium- and Long-term Implementation Priorities





High-Level Financial Summary

Schedule of Roadway Network Investments

Investment Type	Project	From - To	Total (\$M)
Roadway Widening	Circle Drive Southeast	Clarence Avenue - Boychuk Drive	\$19
	Circle Drive East	Attridge Drive - Highway 16	\$36
	College Drive	Central Avenue - McOrmond Drive	\$35
	8th Street East	Briarwood Road - New McOrmond Drive	\$31
	11th Street West	Lancaster Boulevard - Highway 11	\$30
	22nd Street West	Neault Road - First Grid	\$11
	Circle Drive West	Airport Drive - 22nd Street	\$19
		Widening Subtotal	\$181
Conversion of Street Space	8th Street East	Cumberland Avenue - Broadway Avenue	\$0.1
	33rd Street West	Idylwyld Drive - Confederation Drive	\$0.2
		Street Space Subtotal	\$0.3
New Arterial Roads	Neault Road	22nd Street - Claypool Drive	\$21
	Claypool Drive	Hampton Gate North - Neault Road	\$28
	Dalmeny Road/Beam Road	Claypool Drive - Highway 16	\$32
	Central Avenue	Attridge Drive - McOrmond Drive	\$44
	McOrmond Drive	Fedoruk Drive - Wanuskewin Road	\$58
	Wanuskewin Road	71st Street - Highway 11	\$29
	Taylor Street	Rosewood Gate North - CPR Tracks	\$8
	McOrmond Drive	College Drive - 8th Street East	\$23
	Zimmerman Road	Highway 16 - CPR Tracks	\$10
	Millar Avenue Extension (N. Ind. E)	71st Street - Highway 11	\$9
	Bill Hunter Avenue Extension (N. Ind. W)	Marquis Drive - Highway 12	\$19
	71st Street Extension	Bill Hunter Avenue Extension - Highway 16	\$3
	33rd Street Extension	Neault Road - Blairmore Swale	\$10
	Blairmore Swale	33rd Street Extension - 22nd Street West	\$24
	Taylor Street Extension	CPR Tracks - Zimmerman Road	\$4
	Zimmerman Road Extension	CPR Tracks - College Drive	\$49
	8th Street East	McOrmond Drive - Zimmerman Road	\$11
		New Arterial Subtotal	\$382
Arterial Roadwork to Support BRT	3rd Avenue - 25th Street - College Drive		\$1
	Preston Avenue		\$4
	8th Street East		\$1
	Preston Avenue - Attridge Drive		\$32
	3rd Avenue - 22nd Street		\$0.1
	22nd Street West		\$17
		BRT Subtotal	\$54
Intersection Signalization	Various Locations		\$3
		Signalization Subtotal	\$3
Intersection Geometrics	Various Locations		\$11
		Channelization Subtotal	\$11
Grade Separation	McOrmond Drive and College Drive		\$53
	Boychuk Drive and Highway 16		\$45
	Victor Road and Highway 11		\$23
	22nd Street and Neault Road		\$55
	Airport Drive and Circle Drive		\$35
	Marquis Drive and Idylwyld Drive		\$55
	Marquis Drive and Highway 16		\$55
	Idylwyld Drive and Circle Drive Upgrades		\$18
	Highway 11 and Highway 16		\$94
	College Drive and Zimmerman Road (Highway 41)		\$50
	Highway 16 and Zimmerman Road		\$53
	8th Street Overpass of CP Railway		\$33
	Zimmerman Road Overpass of CP Railway		\$39
		Interchanges Subtotal	\$606
River Crossing	33rd Street/Preston Avenue Bridge	River Crossing and Arterial Roads	\$129
		River Crossing Subtotal	\$129
ITS Strategy	Development and Implementation		\$50
		ITS Strategy Subtotal	\$50
		Total	\$1,416

Schedule of Long-Term Transit Investments

Please note: The following is a summary of high-level estimated costs only. Functional planning and design will be required in order to provide full estimates.

Investment Type	Project	Estimated Costs
Customer Service Improvements	Real-Time Bus Arrivals Ongoing Website Upgrades Universal Accessibility Community Outreach Customer Service Staff Training Customer Satisfaction Surveys	\$1.5M for implementation (\$0.6M for ongoing maintenance)
Service Hour Increases	Increase annual service hours from 410,000 to 463,000 (2.5% per year) Increase annual service hours from 463,000 to 524,000 (2.5% per year)	2017 to 2021 2022 to 2026 2.5% to 3.0% per year increase (not including inflation)
Fleet	Bus Fleet Replacement Bus Fleet Expansion	10 buses per year (\$5.4M) 5 buses per year (\$2.7M) \$54M \$27M
Red Line and Blue Line BRT Facilities	Stations Corridors Priority Treatments	\$50M to \$70M* for implementation
Park-and-Ride Lots	Five Locations	\$13M
Total Estimated Capital Costs		\$145M to \$165M

* With respect to the cost estimates for BRT, this is a preliminary estimate for curb-side implementation. In addition to this cost, there is an additional \$54M in road-related work identified in the Transportation Network Improvement Schedule that is estimated to be required to support curb-side BRT.

The \$50 to \$70M estimated here is basic infrastructure to support transit customer movement (stations, etc). This needs to work in combination with the road-related changes, and in addition to public realm improvements, that would be part of corridor redevelopment.

Schedule of Corridor Redevelopment Investments

Please note: The following is a summary of high-level estimated costs only for Infrastructure and Public Realm Improvements to support corridor growth. Detailed planning and infrastructure reviews for each Corridor Area Plan will be required to determine final capital costs for all infrastructure.

Priority Corridors for Growth

Project Area	22nd Street West	May Require More Than One Phase
	8th Street East	May Require More Than One Phase
	College Drive/Preston Avenue	
	Idylwyld Drive North	
	Confederation Suburban Centre	
	Holmwood Suburban Centre	In Conjunction with Neighbourhood Concept Plan

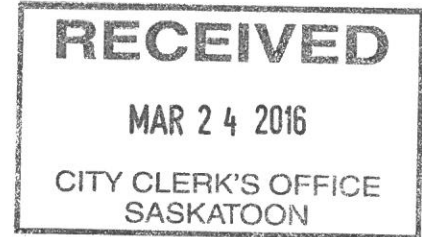
Investment Type	Project	Estimated Costs
Program Development	Corridor Area Planning Program	\$200,000
	Complete Street Policy	
	Transit-Oriented Development Guidelines	
	Preliminary Bylaw Amendments	

Total Estimated Costs	
Program Development	\$200,000

Corridor Area Plan (per plan)	Engagement and Plan Development	\$250,000
	Infrastructure Review	\$250,000
	Bylaw Amendments	\$25,000
	Functional Planning	5% of capital costs
	Construction Engineering and Management	5% of capital costs
	Construction Capital Costs	
	Water and Sewer	\$2M/block
	Public Realm/Roadway	\$2M/block

Total Estimated Costs Per Plan	
Policy, Planning, and Engineering	\$725,000
Construction	\$4M/block + 10%

From: Patrick Leclerc <leclerc@cutaactu.ca>
Sent: Thursday, March 24, 2016 8:42 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Thursday, March 24, 2016 - 08:41
Submitted by anonymous user: 206.214.242.75
Submitted values are:

Date: Thursday, March 24, 2016
To: His Worship the Mayor and Members of City Council
First Name: Patrick
Last Name: Leclerc
Address: 440 Laurier Avenue West
City: Ottawa
Province: Ontario
Postal Code: K1R 7X6
Email: leclerc@cutaactu.ca
Comments:

As President and CEO of the Canadian Urban Transit Association, I am requesting the opportunity to speak at the Governance and Priorities Committee meeting on April 18th regarding Saskatoon's Growth Plan to Half a Million. I would be pleased to share good practices to help create a city that is vibrant and attractive to future generations. This includes better choices for moving around and more options for sustainable development. It also includes a diverse mixture of housing, commercial, social, cultural and recreational opportunities that are universally accessible by all modes of transportation including walking, cycling, transit and driving.

I look forward to hearing from you.

Regards,

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/79012>



SaskTel Centre

GROWING FORWARD: THE FUTURE OF SASKTEL CENTRE

Experience
the
ENERGY

Evolution of SaskTel Centre (Saskatchewan Place Association)

Cost: \$26.1 million

Opened: February 9, 1988

Capacity grown with community:

- 1988: 7,800
- 1990: 11,330
- 2009: 15,100



Evolution of a City

- Rating among top 100 arena concert venues in the world (Pollstar)
- Made Saskatoon a destination for major events and tours

Sports:

- World Junior Hockey Championships (2); Memorial Cup (2)
- Briers and Tournament of Hearts (5)
- NHL Hockey (12)
- Figure Skating, Rodeo, Volleyball, Basketball, Lacrosse

Music and entertainment for all ages:

- Elton John, Taylor Swift, Billy Joel, Katy Perry, The Eagles
- Cirque du Soleil
- Junos and Canadian Country Music Awards

Evolving Market Environment



- Katy Perry World Tour 2014
- 47 dates
 - Only four buildings older than SaskTel Centre
 - Of these four buildings all are either in the process of being replaced or renovated.
- Second-smallest market-area population (272,000)

KATY PERRY PRISMATIC WORLD TOUR

Tour Dates	City	Facility	Date Facility Opened
	20-Aug-14	Lincoln	Pinnacle Bank Arena
24-Jul-14	25-Jul-14	New York City	Barclays Center
	16-Aug-14	Louisville	KFC Yum! Center
	22-Jul-14	Pittsburgh	Consol Energy Center
	6-Oct-14	Tulsa	BOK Center
11-Jul-14	12-Jul-14	Newark	Prudential Center
	19-Aug-14	Kansas City	Sprint Center
	26-Aug-14	Winnipeg	MTS Centre
	5-Oct-14	Memphis	FedEx Forum
	25-Sep-14	Glendale	Jobing.com Arena
10-Oct-14	11-Oct-14	Houston	Toyota Center
2-Oct-14	3-Oct-14	Dallas	American Airlines Center
	13-Aug-14	Columbus	Nationwide Arena
	3-Jul-14	Miami	American Airlines Arena
	22-Jun-14	Raleigh	PNC Arena
	8-Oct-14	New Orleans	New Orleans Arena
19-Sep-14	20-Sep-14	Los Angeles	Staples Center
	30-Sep-14	Denver	Pepsi Center
	28-Jun-14	Atlanta	Philips Arena
18-Jul-14	19-Jul-14	Toronto	Air Canada Centre
	2-Jul-14	Sunrise	BB&T Center
24-Jun-14	25-Jun-14	Washington	Verizon Center
	27-Jun-14	Nashville	Bridgestone Arena
	30-Jun-14	Tampa	Tampa Bay Times Forum
	7-Jul-14	Uncasville	Mohegan Sun
	10-Aug-14	Grand Rapids	Van Andel Arena
4-Aug-14	5-Aug-14	Philadelphia	Wells Fargo Center
	15-Jul-14	Montreal	Bell Centre
	16-Jul-14	Ottawa	Canadian Tire Centre
	12-Sep-14	Portland	Moda Center
1-Aug-14	2-Aug-14	Boston	TD Garden
9-Sep-14	10-Sep-14	Vancouver	Pepsi Live at Rogers Arena
	14-Aug-14	Cleveland	Quicken Loans Arena
	17-Aug-14	St. Louis	Scottrade Center
7-Aug-14	8-Aug-14	Chicago	United Center
	26-Sep-14	Las Vegas	MGM Grand Garden Arena
22-Sep-14	23-Sep-14	San Jose	SAP Center
16-Sep-14	17-Sep-14	Anaheim	Honda Center
	23-Aug-14	Fargo	Fargodome
	29-Sep-14	Salt Lake City	Energy Solutions Arena
	22-Aug-14	Minneapolis	Target Center
	11-Aug-14	Auburn Hills	The Palace of Auburn Hills
	28-Aug-14	Saskatoon	SaskTel Centre
	29-Aug-14	Calgary	Scotiabank Saddledome
	13-Sep-14	Tacoma	Tacoma Dome
31-Aug-14	1-Sep-14	Edmonton	Rexall Place
	9-Jul-14	New York City	Madison Square Garden

KATY PERRY PRISMATIC WORLD TOUR

Tour Dates	City	Facility	Metropolitan Population
	9-Jul-14	New York City	Madison Square Garden
24-Jul-14	25-Jul-14	New York City	Barclays Center
16-Sep-14	17-Sep-14	Anaheim	Honda Center
19-Sep-14	20-Sep-14	Los Angeles	Staples Center
18-Jul-14	19-Jul-14	Toronto	Air Canada Centre
22-Sep-14	23-Sep-14	San Jose	SAP Center
2-Oct-14	3-Oct-14	Dallas	American Airlines Center
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24-Jun-14	25-Jun-14	Washington	Verizon Center
	3-Jul-14	Miami	American Airlines Arena
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	22-Jun-14	Raleigh	PNC Arena
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	30-Sep-14	Denver	Pepsi Center
	27-Jun-14	Nashville	Bridgestone Arena
	22-Jul-14	Pittsburgh	Consol Energy Center
	7-Jul-14	Uncasville	Mohegan Sun
	19-Aug-14	Kansas City	Sprint Center
	13-Aug-14	Columbus	Nationwide Arena
11-Jul-14	12-Jul-14	Newark	Prudential Center
	26-Sep-14	Las Vegas	MGM Grand Garden Arena
	16-Jul-14	Ottawa	Canadian Tire Centre
	5-Oct-14	Memphis	FedEx Forum
	16-Aug-14	Louisville	KFC Yum! Center
	29-Aug-14	Calgary	Scotiabank Saddledome
31-Aug-14	1-Sep-14	Edmonton	Rexall Place
	8-Oct-14	New Orleans	New Orleans Arena
	29-Sep-14	Salt Lake City	Energy Solutions Arena
	10-Aug-14	Grand Rapids	Van Andel Arena
	6-Oct-14	Tulsa	BOK Center
	26-Aug-14	Winnipeg	MTS Centre
	20-Aug-14	Lincoln	Pinnacle Bank Arena
	28-Aug-14	Saskatoon	SaskTel Centre
	23-Aug-14	Fargo	Fargodome

Evolving Market Needs

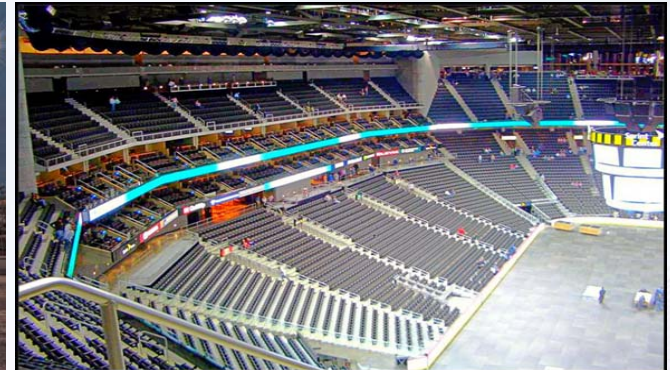
Major events and tours drawn to buildings with enhanced amenities

Key Issues:

- No Loading Dock for quickly loading shows in and out.
- Roof and trusses are too low and inadequate for event rigging.
- Kitchen and catering space is inadequate.
- With additions in permanent seating, we have outgrown concourse space and concession service locations.
- Limited public restrooms.
- Lack of permanent artist dressing rooms.
- Limited dressing rooms for national and international events.

The Future of SaskTel Centre

- SaskTel Centre is at a crossroads
- An aging facility in an environment that is growing more competitive



Comprehensive Maintenance Reserve

- Well maintained throughout its history
- Strategic expansions pushed facility to capacity limits
- Maintenance Reserve planned for the following projects:
 - Roof replacement
 - Fixed seating replacement
 - Parking lot reconstruction and structural overlay
 - Ice slab replacement

Comprehensive Maintenance Reserve

2016 - 2025 COMPREHENSIVE MAINTENANCE RESERVE ITEMS								
LOCATION/BUILDING	SECTION	PROJECT DESCRIPTION	2016	2017	2018	2019	2020	2021
Boards and Agencies (857)								
SaskTel Centre	B&A	Replace AC. Tile ceilings in Food Prep areas with painted GWB					\$ 25	
SaskTel Centre	B&A	Painting - Interior Walls		\$ 20	\$ 20	\$ 20	\$ 20	\$ 20
SaskTel Centre	B&A	Asphalt Repair - Crack Sealing/Painting Stall Lines						
SaskTel Centre	B&A	Mechanical - Roof Top Controls/Conc Exhaust Fans/DDC/Dressing Rm. Fa	\$ 30		\$ 30	\$ 30	\$ 30	\$ 30
SaskTel Centre	B&A	Architectural - Stabilization of Ramp Berms - 4, 1, 3					\$ 200	\$ 200
SaskTel Centre	B&A	Architectural - Replace Doors/Weather-stripping/Hinges						\$ 15
SaskTel Centre	B&A	Mobile Bleacher - Certification/Repairs/Seating Replacement	\$ 15		\$ 15		\$ 15	
SaskTel Centre	B&A	Ice Slab Monitoring/Design 2018/Replacement 2019				\$ 90	\$ 150	\$ 100
SaskTel Centre	B&A	Replace Ice Plant (funding accumulation)						
SaskTel Centre	B&A	Washroom Fixture Replacement - sinks/cubicles/faucets/counter tops			\$ 10	\$ 20	\$ 20	
SaskTel Centre	B&A	Roof Replacement Design/Construction (funding accumulation)			\$ 100	\$ 100	\$ 100	\$ 400
SaskTel Centre	B&A	Replace Arena Level Lights						
SaskTel Centre	B&A	Replace Water Heaters (8 units/4 per year bgan 2012)				\$ 50		\$ 50
SaskTel Centre	B&A	Parking Lot Drainage Correction and Testing Area A2						
SaskTel Centre	B&A	Parking Lot Area C - Partial Reconstruction			\$ 100		\$ 85	\$ 100
SaskTel Centre	B&A	Parking Lot Area B1 - Partial Reconstruction and Structural Overlay						
SaskTel Centre	B&A	Parking Lot Area A2 - Partial Reconstruction and Structural Overlay		\$ 900				
SaskTel Centre	B&A	Parking Lot Area B2 - Partial Reconstruction and Structural Overlay						
SaskTel Centre	B&A	Parking Lot Area A1 - Partial Reconstruction and Structural Overlay		\$ 500				
SaskTel Centre	B&A	Parking Lot Area D-Staff - Reconstruction				\$ 95		
SaskTel Centre	B&A	Front stair coating			\$ 15		\$ 15	
SaskTel Centre	B&A	Fixed seating replacement (funding accumulation)			\$ 200	\$ 100	\$ 100	\$ 100
SaskTel Centre	B&A	Building envelope repairs design/work (funding accumulation)					\$ 25	\$ 200
SaskTel Centre	B&A	Replace Front entry doors						
SaskTel Centre	B&A	Replace rooftop compressors	\$ 50	\$ 300				
SaskTel Centre	B&A	Recoat exterior concourse walkways		\$ 100				
			\$ 95	\$ 1,820				

Exploring Our Future

- Need for market analysis to explore key questions:
- What are our options to extend the life of the current facility?
 - Can SaskTel Centre remain competitive for the next 30 years?
 - What upgrades are necessary and what are the costs?
 - If a new venue is required, what role can a repurposed SaskTel Centre fill?
- Should a new facility be recommended, the market analysis will address:
 - What locations should be considered?
 - What amenities would be required?
 - What are the costs?
 - What options are available to finance a new facility?

RECEIVED

MAR 23 2016

**CITY CLERK'S OFFICE
SASKATOON**

From: Randy Fernets <rfernets@tourismsaskatoon.com>
Sent: March 23, 2016 3:58 PM
To: Web E-mail - City Clerks
Subject: FW: Growth Plan Submission
Attachments: 2016 City of Saskatoon Growth Plan.docx; Edmonton Arena District is the fastest growing arena district in the history of such mega-projects Edmonton Journal.pdf; Development trips into high gear around Richmond's Oval - The Globe and Mail.pdf; True North Square taking shape - Winnipeg Free Press.pdf

Mayor Don Atchison and City Councillors.

FYI – Tourism Saskatoon's submission to the City of Saskatoon's Growth Plan.

Rf

Randy Fernets

Director of Industry Development and Sport
Tourism Saskatoon | Saskatoon Sports Tourism
Ph: 306.931.7571 | rfernets@tourismsaskatoon.com

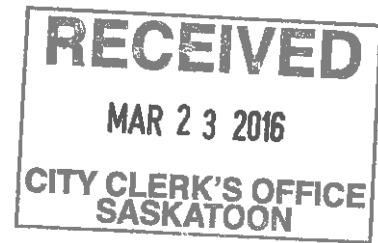
www.tourismsaskatoon.com | Tourism Radio 91.7 FM



Tourism Saskatoon is accredited by Destination Marketing Association International

March 23, 2016

Lesley Anderson
Manager, Growing Forward
City of Saskatoon
222 3rd Avenue North
Saskatoon, SK S7K 0J5



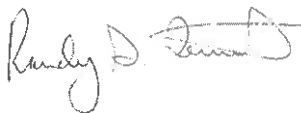
RE: City of Saskatoon Growth Plan

The City of Saskatoon is seeking input from its citizens and business organizations in regards to the growth of our city to a projected population of 500,000. Tourism Saskatoon is a non-profit membership based organization dedicated to making our city a top of mind destination for visitors. With over 430 member associations, our organization has a vested interest in seeing visitor related amenities and infrastructure included in the discussions regarding the Growth Plan. Recently, we participated in discussions regarding the civic yards that are being removed from the North Downtown Business Area. At that time, we put forth the idea of creating a major sports facility in the area as an economic development project.

The relocation of major sports facilities into the downtown has seen the development of housing and businesses around these facilities. In Ottawa, plans are starting to take shape to relocate the Canadian Tire Centre, home of the NHL's Ottawa Senators. Currently in Kanata, 30 km out of town, the facility may be relocated to an area on the outskirts of Ottawa's downtown core. Edmonton is currently completing construction on their new arena in their downtown core. Known as the "Ice District", the NHL's Edmonton Oilers will call the facility their home and their current facility in Northlands will either be repurposed, or torn down. Vancouver, Winnipeg, Calgary, Toronto, Halifax and countless others have seen their downtown communities thrive due to major sports facilities located in their downtown core.

Saskatoon has a very vibrant downtown compared to many other cities. If we are going to increase the density of the population, we should consider setting aside space for a major sports facility downtown to attract additional investment into the area. Sports are not recession proof but they weather economic recessions better than other industries due to the participation of all age groups. The opportunity is ours to look into this concept while the Growth Plan discussions are ongoing.

Sincerely,



Randy Fernets
Director of Industry Development and Sport
Tourism Saskatoon

Edmonton Arena District is the fastest growing arena district in the history of such mega-projects



DAVID STAPLES, EDMONTON JOURNAL

More from David Staples, Edmonton Journal ([HTTP://EDMONTONJOURNAL.COM/AUTHOR/DAVID-STAPLES-EDMONTON-JOURNAL](http://EDMONTONJOURNAL.COM/AUTHOR/DAVID-STAPLES-EDMONTON-JOURNAL))

Published on: May 27, 2015 | Last Updated: May 27, 2015 8:58 AM MDT



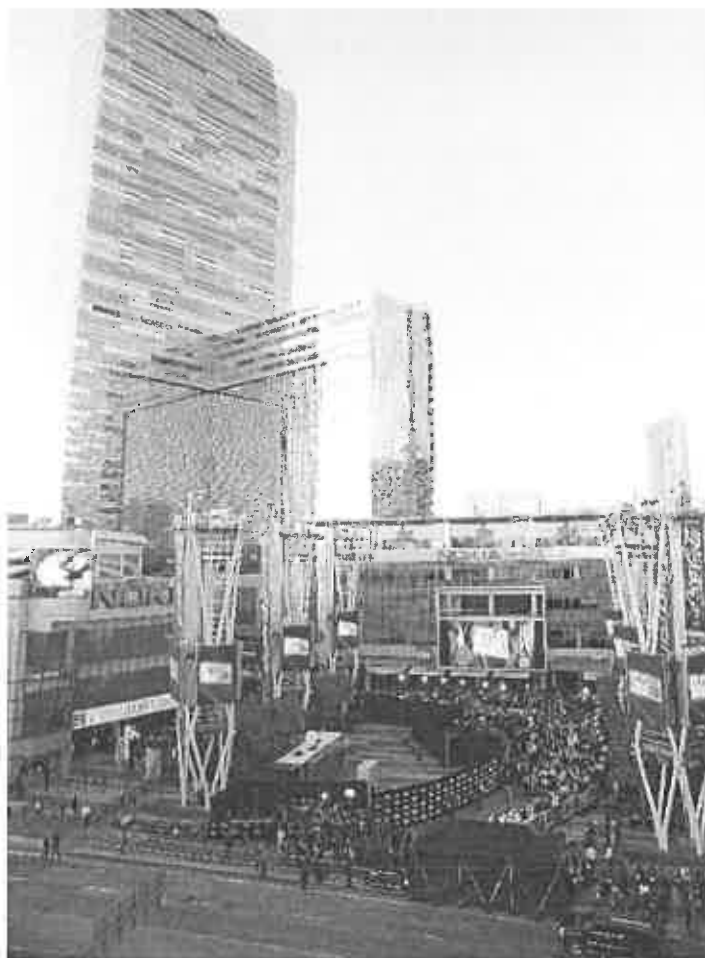
Edmonton downtown arena under construction

Something remarkable and historic is happening on the formerly derelict north edge of downtown Edmonton.

North America's most successful arena districts in Los Angeles and Columbus, Ohio, saw related development around their new arenas, such as hotels, condo towers and office towers, but things didn't take off nearly so fast as is now happening in the Edmonton arena district.

At the Los Angeles arena district known as L.A. Live, it's only now, 16 years after the Staples Center arena opened in 1999, that two office towers are being built nearby. In Edmonton, simultaneous with the arena's construction, two office towers are rising.





L.A. Live

It took more than a decade to get a major hotel at L.A. Live. Edmonton will have a 50-plus storey hotel and condo tower opening close to the arena's grand opening day.

In Columbus, for all the excellent residential buildings, restaurants and bars that were built after Nationwide Arena opened in 2000, that district has only had one condo tower and not one office tower erected.



Nationwide Arena in Columbus

In Edmonton, two condo towers are already shooting up on the district's edge and Katz Group vice-president Glen Scott now says that another new condo tower to be built on the Greyhound site by 2019 will cost \$200 million and be 50-plus storeys.

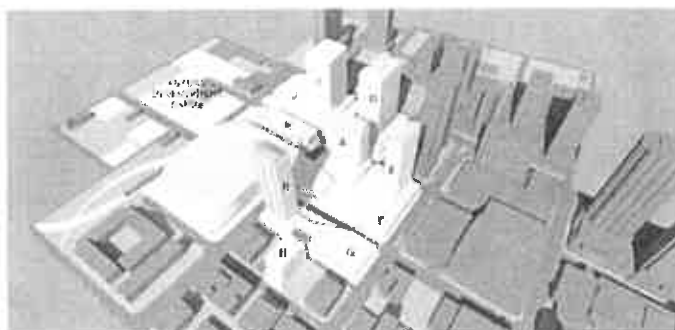
Five years ago, a 50 storey-condo tower in Edmonton was unthinkable. Now it's just a sidebar of a much greater story.

When city council and administrators were last seen counting up the tax dollars the city will reap from the arena district, one city manager mentioned that the Katz Group's investment in the area is now \$1.4 billion.

I'd never heard a number that high mentioned before, so I ask Katz Group executive vice-president Bob Black to break down that figure.

When you do the math, the total is actually higher, roughly \$1.67 billion.

The Katz Group spent \$100 million buying land and designing the arena district, Black says. With its partners, WAM, the Katz Group is building a \$300-plus million 27 storey office tower and a \$500 million 60-plus storey office and condo tower. The partnership is also building a \$75 million Katz Group headquarters and casino next to the arena, a \$150 million four-level below grade parkade and at-grade plaza, a \$350 million hotel and condo tower and this new \$200 million 50-odd storey condo tower.



Downtown arena district plans, design. Katz Group, 2012. Arena project. Edmonton.

"We had this bold, even audacious vision for what we could build around the arena," says Black. "We were careful not to oversell it, but the vision was always very big and very bold and to now see it becoming a reality, and it becoming a reality even quicker than we thought we could make it happen, with even greater density than we thought we could achieve, is beyond gratifying. It is so exciting to come to this office every day and see what's happening down there, and to see the other cranes popping up in the skyline and to hear other developers talking about wanting to leverage off the momentum that's been started in the downtown core, to recognize we're going to have 31 cranes in the sky by summer time. It's been such an incredible journey."

Before the arena came along, Edmonton was viewed only at best as a stable investment market, says Glen Scott. "But not as a market with any juice in it."

That's changed. "This is the shiny star in Alberta at the moment," Scott says. "Right now people are jumping off the towers in Cow Town, and here they're looking around and going, 'What is going on in Edmonton!?' There's such a massive amount of capital being invested at one time in a small area that people are sort of boggled by it."

One key is that Edmonton's wasn't the trailblazer on the arena district concept, so it's been able to learn from others, Scott says. "We're taking what everyone else has done and we've been able to improve upon it by a factor of many multitudes."



Glen Scott and Bob Black, key Katz Group vice-presidents on arena district role

The long road to arena district blast-off

Daryl Katz had bought the Oilers in large part because he saw what having a downtown arena district could do for Edmonton. Indeed, Cal Nichols, chairman of the former EIG owners, only agreed to sell his share in after meeting with Katz in late November 2007 and hearing the businessman's vision.

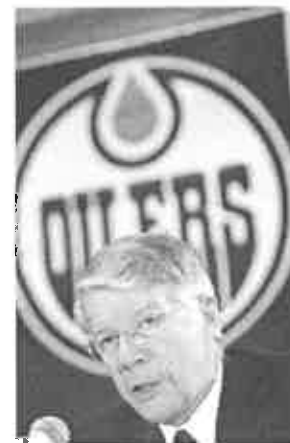
"He talked about how it would change the whole landscape and raise the bar of development," Nichols said in a 2008 interview. "To him, I think this is much more than a hockey team and an arena. I think he sees a very different-looking Edmonton, and this (a new downtown arena) is going to be the best way to get that ball rolling."

Black first heard of Katz's vision in June 2008, just before Katz finalized the purchase of the team. Katz refers to Black, his school boy friend, as "Bubba," and he wanted Bubba to join his company and help build this new downtown.

Black's initial reaction to Katz's plan?

"I thought what I often think with Daryl, that Daryl is a very bold and visionary person. He thinks big."

Were you skeptical?



"Listening to Daryl's passion and listening to the way he articulated it it was pretty easy to understand the vision and to embrace it... I believed in Daryl. Daryl is a very interesting combination of big vision, relentless determination, passion and high intelligence."



Cal Nichols (here), Patrick LaForge and Kevin Lowe formed a strong partnership for years at the helm of the Oilers from 2000-2008.



Katz's enduring vision: "A state-of-the-art arena at the heart of the city."

When he bought the team, Katz said he was also going to make a \$100 million investment in the arena.

"I really think there is an opportunity through the Oilers to do great things for the city of Edmonton," he said in a July 2008 interview. "It is fairly apparent to me that the Edmonton Oilers should be in a state-of-the-art arena at the heart of the city. To me it's a no-brainer, not only for the team, but for the city."

His goal was to help take the city to the next level, he said. "I don't know if I would have had the same enthusiasm for the transaction but for the opportunity to build a new arena and to revitalize downtown. I think it's the right time for the city and I think, in my opinion, somebody had to step up or I'm not sure it would have got done.

"I'd like to see the team get into a new arena as soon as possible. Life is short enough as it is.

"Life is over in a blink of an eye. I'm 47. I think it was yesterday I was 18. It's over like that. So we don't have any time to waste. That is a personal philosophy. We want to move forward quickly and try to accomplish as much as we can in as short a period of time as we can."

In those heady early days, Katz brought in a star architect, Santiago Calatrava, to Edmonton with the thought of having him design the arena. Calatrava wowed everyone with his earned reputation for architectural genius but he had never before built a sports arena.

"Daryl believed from the beginning that for the arena to be a great catalyst for the development

of the core that the arena itself had to be a great piece of architecture," Black says. "He also believed that the district itself had to have great architecture in it. He wanted the arena to have a level of architecture which was consistent for his aspirations for the architecture with the whole of the district.... Ultimately we choose not to go with the star-architect. He was very impressive, a very, very talented man who has done all sorts of incredible things but there was a cost reality to all that, too, that precluded that path."

In the end, the Katz Group went with 360 Architecture, which had helped design the Columbus arena and district.



Valencia opera house designed by Santiago Calatrava

In those early years of his ownership, Katz invested tens of millions into buying land and starting the design process. But for all his money and ambition about moving fast, the opposite happened. The deal dragged out, year after year of hard, often bruising negotiation and angry public debate.

One of the first controversies was Katz saying that first \$100 million was, in fact, going into investment in the arena district, not into the arena itself. Katz was accused of the old bait-and-switch. He calmed that controversy by coming back with a new offer to city council, \$100 million to help finance the arena and \$100 million in investment for the district.

Of course, that \$200 million promised by the Katz Group then has now turned into a \$1.7 billion stake, not including the private fundings going to help pay the arena's mortgage.

With so much now invested, why didn't Katz promise he'd invest more earlier in the negotiation, maybe saying he would put in \$400 or \$500 million?

"We measured everything we said very carefully," Black says. "We didn't want to ever be in a situation where we over-stated something. We didn't want to say we were going to do something unless we knew we could with certainty we could do it."

Black, a long-time corporate lawyer in Edmonton, became a controversial and sometimes reviled figure at city hall during the darkest days of the protracted negotiations. There was a lack of trust and frustration on all sides that the deal was moving so slowly.

"There were days where we didn't have certainty that this was every going to happen," says Black. "I had lots of days where I went home at the end of the day really not knowing if all of this effort was ever going to lead to this actually happening. It was stressful for everybody on all sides. It was a really tough journey. It was really tough for everybody. I know it was tough for Daryl. I know there are times when I would have forgiven him for saying, 'OK, I tried and it didn't work.'"

The Katz Group had always believed that after its lease ran out at Rexall Place it was a free agent, and that if things didn't work out in Edmonton on a new arena deal, it could move elsewhere. With negotiations stalled in the summer of 2012, and Seattle and other cities making overtures to Katz, Black and the Katz Group made a public show Seattle's interest.

"We always knew it wasn't an option for the long term sustainability of the hockey team to play in the second oldest, second smallest arena in the NHL in the NHL's second smallest market (by population)," Black says. "It was never the aspiration of Daryl Katz to move this hockey team. Daryl Katz is an Edmonton guy. He grew up loving this hockey team. And he always believed that there ought to be a way to make this work. And those negotiations were difficult and there were dark days but fortunately we found a way to make it work."

Such was the hostility over Katz's Seattle dalliance that the Oilers owner was moved to apologize in public. "I took for granted your support and your love for the Oilers," he said in an open letter to Edmontonians. "That was wrong, and I apologize. The simple fact is that the Oilers need Edmonton, and Edmonton needs the Oilers."

The quality of the design of the arena was also at issue, especially as former Mayor Stephen Mandel and his council fought to keep the price of the building around \$400 million. The Katz Group pushed back, with Black telling councillors he feared a design with vinyl siding would be a mistake.

"I was concerned that was going to result in us having a building looking very much like Rexall Place, but just downtown," Black says. "And I referred to that as the Tuna Can, that we didn't want to build the Tuna Can."

Soon after Katz's Seattle brouhaha, and in the face of new demands from the Katz Group for a \$6 million per year annual subsidy, city council voted unanimously to halt negotiations with the Katz Group.

The deal could have died right then. But in the winter of 2013 the two sides came together and forged a new deal to build a \$480 million arena.

Both the Katz Group and city council were driven by their mutual interest in having an arena drive the revitalization of the downtown core, Black says. "We came very close to the precipice. We came very close to losing this deal. It was very sobering to both sides to realize that we really could lose it. That brought us back together.

"I think both sides realized that this was too good an opportunity to let slip through our fingers and we had to find a way to make it work. ... During all those tough negotiations we built relationships and we ultimately achieved trust."

After the final deal was struck in May 2013, the two sides pulled together as formal partners. The turning point in their relationship came during the subsequent and extremely difficult but

private negotiations that went on between the Katz Group and the city, working as a team now, with PCL, the main contractor, in order to keep down costs to the \$480 million guaranteed price. There was no going back to the public to ask to build a more expensive arena, but it took plenty of fighting and negotiating to get in under that \$480 million target.

"When this project became real to me, when I knew for sure we were going to build it, is when we got the guaranteed maximum price from PCL," Black says. "That was a hard negotiation and it was a negotiation that took place with us and the city side by side. We were very united in our vision and in our approach. That was a test of the partnership and it came through with flying colours.

"Our relationship with the city has been tremendous. ... It's been a tremendously functional, collaborative relationship.

"We emerged from it on on the other side with a really strong partnership with the city, and that partnership expresses itself every day as we press forward in this construction."

With the deal complete, other deals started to fall into place, including partnerships with the City of Edmonton and Stantec on the two office towers.

One of the criteria for winning the city contract was the catalyst impact that the project would have on the city. "We had the most compelling proposition for the city," says Glen Scott. "Apart from an amazingly attractive rental rate and return, we sort of committed to the city that might be doing a whole lot of stuff that you're now looking out a window and seeing done."





Stantec office tower going up in Edmonton arena district

For Black, the office towers had always been critical to the success of the district. The arena would bring customers to the district's bars and restaurants in the evening, but daytime customers were needed and the office towers would provide. "The office towers bring people down 24/7, 365," Black says. "The arena and the office towers provide the critical mass that allows for a hotel. The hotel, office tower and arena then provide a critical mass for the arena."

The entire deal was full of stress for folks on all sides, in favour, opposed, taxpayer, businessman, and you can see the counterpoint to that stress in the joy and relief that Black felt earlier this year when from his office tower window he saw the first steel beam rise up out of the ground in the arena structure.

"When I saw the first piece of steel go vertical, looking out the window here from the Bell Tower, a chill went down my spine. I called everyone within earshot into my office (to take a look) and I was really moved by it. It was a real journey getting there."



Black says he also feels gratified that taxes from the arena district will pay for all other kinds of infrastructure in the downtown through the Community Revitalization Levy. "We believe the CRL will make a massive contribution to making our downtown a great downtown. All those other investments in making downtown green and walkable, and the park, that's a big deal, and it will be one of the enduring legacies of this project."

What does he think the public image of Daryl Katz is right now?

"I think that time will make clear that Daryl has been a visionary and that he will be seen as one of Edmonton's great builder."

Does it bother him that Katz continues to get a rough ride from some folks?

"Yes. Because I know from being proximate to Daryl that he was always trying to do something

great, and there people who thought that the Wintergarden would be bridge to nowhere, that we would never build anything, and there were a lot of things said in the heat of the moment which didn't reflect his true intent. I'm really, really gratified that this vision that he's been so passionate about is becoming a reality."

In the end, Black need not worry too much about Katz's reputation.

For one thing, a large part of any animosity towards Katz was due to his abject failure as owner to get the team winning again. However, with the luck of winning the Connor McDavid and with the wise decision to appoint Bob Nicholson as the man in charge of hockey operations, the hockey side of things should improve.

As for those folks who love our downtown and want it to rise out from decades of neglect, weak development and poor planning, most of them already admire Katz. His arena district is over-performing. It's ultimate success with the public will rest on how well it's designed at street level, but there's already no denying its positive impact on the face of downtown, and on the coffers that will fill with tax dollars to do so much other good work in downtown Edmonton.

TRENDING VIDEOS

NBA Favorites Besides Warriors

<p>The Warriors hit the 60 win mark on Monday night, but is there significant action on other teams to win the NBA Title? Chuck Esposito weighs in.</p>



Play 02:09

Edmonton Flyers

RONA

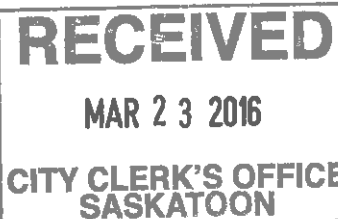
HOME DEPOT

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Development trips into high gear around Richmond's Oval

KERRY GOLD

Special to The Globe and Mail

Published Friday, Apr. 05, 2013 1:31PM EDT

Last updated Friday, Apr. 05, 2013 4:37PM EDT

Richmond, the once quiet, agriculture-fringed suburb, became, in recent years, the flashier Chinatown, with the cool, kitschy stores at Aberdeen Mall and the night market that gets crammed on summer nights.

The Canada Line opened it up even more to the region, and by 2010, it became the place with the Olympic Oval.

And with the Oval has come the anticipated development that surrounds it, an entirely new 140-acre community, like a bigger version of Vancouver's Coal Harbour. New projects clustered around the Oval will draw a projected 45,000 residents to the former industrial land, transforming the hodge podge of seventies cinderblock buildings into a gleaming luxury waterfront community.

The city has long had its eye on developing that massive plot of waterfront land where the Oval now sits. When they put an adjacent 17 acres on the market to help offset costs of building the Olympic facility, they thought they'd make around \$40-million. Instead, a bidding war drove the price up to around \$141-million. The Hong Kong-based developer, Aspac, bought up yet more land, all the way to Dinsmore Bridge, and is building a massive luxury condo development that sandwiches the Oval on either side.

Today, cranes dot the skyline as residential towers go up. The Oval has become a useful multisport community and fitness centre. A big public seaside walkway and park is going in, as well as shops and restaurants. In a few weeks, the first residents will take occupancy.

It will be a pedestrian-friendly community. The city has a plan to create shorter city blocks, unlike the existing ones, which are as long as Las Vegas streets, and just as unwalkable.

"This is all on purpose," says Richmond's manager of policy planning, Terry Crow. "The goal was to not make the Oval a box in the field and have all this parking around it. In creating an urban community, we wanted people to live and play in the area, and be able to walk."

The city has long had major plans for Richmond to become a more urban, modern-day version of the suburbs. The arrival of the Olympic Oval and the Canada Line was a major shot in the arm. Last year, there was \$4-billion worth of development on the books in Richmond's City Centre alone. Aspac's 25-building River Green complex on the south bank of the Fraser River is massive, but it's only one of the 10 projects currently under way. Vancouver's Hungerford Properties aims to build a 400-unit complex across from the waterfront park that will include a 15-storey tower, which is the highest they can go. They are still in discussion with the city.

"The rate of change is incredible," says Andrew Hungerford, who's part of the family business with his brother, Michael. "What's happening there is amazing. The neighbourhood already has a critical mass for a vibrant community. As you move north, the next phase is being developed. That's us."

The Hungerford family goes back five generations in the Lower Mainland. They are one of the first families to build in Kerrisdale, and one of the 10 families that founded the Vancouver Foundation. Their father and partner, George, was an Olympic gold medal rower in 1964, and he received the Order of Canada. Their great great grandfather, William Farrell, formed BC Tel, which is now Telus.

They've owned the parcel of Richmond land they want to redevelop for the last 35 years, which has been used for commercial business, such as a furniture distributor. Businesses will have to move out, but the city promises around 4,500 or so new jobs will move in.

"We really want to make Richmond higher density without displacing any older housing product," says Michael. "It's creating a fresh downtown instead of putting density in other places. I think for that reason, the city plan was very supported by Richmond,

because it was easy to accept that kind of change. It's harder to accept change on Cambie in Vancouver, where you have single-family dwellings. People don't want to live next to high-rises there."

Richmond city is certainly adopting a proactive stance as it pushes for change. The city even negotiated a unique deal to get developers to help finance the roughly \$20-million cost of a fifth Canada Line SkyTrain station, at No. 3 and Sea Island Highway.

"We said, 'no high-rises there unless a number of developers get together and contribute around \$20-million,'" says Mr. Crow. "That was done a year ago.

"I don't know how many dwelling units will be there, but a number of developers will contribute another \$7,000 to \$9,000 a unit to build the station. It goes to TransLink. They will physically build this thing.

"Whatever those units cost, \$200,000, or \$300,000, or \$400,000, another few thousand is peanuts. Nobody balked at all. That's a huge thing."

It is a brilliant move. But now that the precedent has been set, will other developers want to foot the cost of more stations?

"As far as I know, it's the first model," says Mr. Crow. "Development where we want it can be used to build a rapid transit asset. We have a formal agreement to collect the money."

If all goes according to plan, the Richmond we know now will hardly be recognizable 20 years down the road.

"Richmond will be a bustling, vibrant place to work and live and play right on the water, with all of these new 15-storey buildings with schools, and all [the] amenities you see in downtown Vancouver," says Michael. "That is the future. The thing that's exciting about my industry and being in this place that has great fundamental growth behind it, is this will happen in our generation. In the next 20 years, we will see massive change. Just like Yaletown and Surrey and Metrotown. Richmond is the next."

And with less reluctance than Vancouver, Richmond is welcoming the transformation.

"It's in transition because we are coming from a great big rural community in many ways," says Mr. Crow. "But the vision is very clear – that that's what we want."

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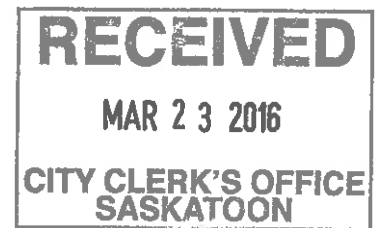
Local

True North Square taking shape



By: Murray McNeill

Posted: 01/6/2016 7:28 PM



The fencing is up, and construction will soon begin on one of the most highly anticipated developments in years — the \$400-million True North Square project in the heart of downtown Winnipeg.



SUPPLIED RENDERING

Construction equipment is on the site of the proposed True North Square tower project in downtown Winnipeg. If it comes to fruition, the project will alter the city's skyline.

True North Development spokesman Scott Brown said Monday the Winnipeg-based developer will be making a major announcement within the next couple of weeks.

Although Brown wouldn't reveal what will be announced, one local source said the company will be revealing that they've secured one of the city's big law firms as the anchor tenant for the 19-storey office/retail tower that will be built on the former Manitoba Public Insurance Corporation-owned Cityplace parking lot at 225 Carlton St.

"The fencing was put up because they're going to start (construction)," the source said, "and the main piece of that parking lot (redevelopment) is the office component. That's where the law firm is going."

The source said with an anchor tenant now secured, True North will want to get started on the building as soon as possible. He noted it will take about two years to complete the tower.

Three towers expected

The True North Square development is expected to include a total of three highrise towers — two on the Cityplace lot, along with an outdoor plaza area, and one across the street on the former Carlton Inn property.

True North Development official Scott Stephanson said last September the office tower at 225 Carlton will be about 300,000 square feet and will consist of a 14-storey tower on top of a five-storey podium. The podium will have retail tenants on the bottom two floors, one of which may be a grocery store.

The second highrise, which will be built at the south end of the property, will be a 28-storey luxury hotel/condominium complex, with 21 floors of hotel rooms and six floors of condos. The office tower that will be built at 220 Carlton will be nine storeys high and about 270,000 square feet, Stephanson added.

There were media reports Wednesday the provincial government is expected to lease space in one of the two office towers. The *Free Press* source said he didn't know if that was the case or not.

"What's funny and what's ironic is that the provincial tenant they were going after was MLL (Manitoba Liquor & Lotteries)," he said, adding if another government entity is leasing space there, it will be interesting to see which one it will be.

"Maybe that's the mystery tenant they've been talking about," he added.

Stephanson, who could not be reached Wednesday for comment, confirmed last fall True North had hoped to land MLL as an anchor tenant, but its bid was not accepted. But that wouldn't stop the project because it had a half a dozen other prospective office tenants it was negotiating with, he added.

'A hive of activity'

One of the downtown's biggest boosters — Downtown Winnipeg Business Improvement Zone executive director Stefano Grande — said it would be great to see construction work get underway on the True North Square project.

Grande said True North Square, with its outdoor plaza area, is the next big piece in CentreVenture Development Corporation's sports, hospitality and entertainment district (SHED) concept.

"That is going to be just a hive of activity, which is in line with the vision for the SHED," he said. "Without it, there is no SHED."

Grande said he also hopes construction can begin soon on the hotel/condo tower because the newly expanded RBC Convention Centre and Tourism Winnipeg are counting on a high-end hotel at that location to help attract big conventions to the city.

"Right now, if you have a conference that's looking to book 300 rooms, they have to actually book three hotels, and that's just a nightmare. So the biggest challenge we have right now is they want one hotel they can put all of their delegates in for four or five days. They're hesitant (to come here) because they don't want to put their delegates into three buildings."

Stephanson said last fall True North was in deep negotiations with an experienced hotel developer/operator that would build and manage the hotel



SUBMITTED
Proposed True North Square



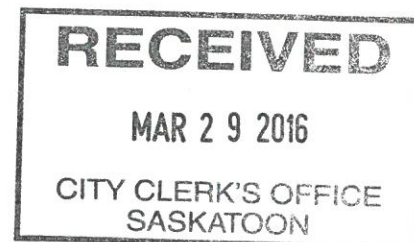
Sketch of the True North Square project, from a CentreVenture presentation.

tower. But he refused to reveal anything about the company.

WCC president and CEO Klaus Lahr has said he's hoping it will be a premier hotel operated by an internationally recognized hotel chain. The plan is build a skywalk connecting the True North Square hotel to the convention centre.

murray.mcneill@freepress.mb.ca

From: Harvey Peever <jnycnuk1@mail.com>
Sent: Saturday, March 26, 2016 6:18 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Saturday, March 26, 2016 - 18:18
Submitted by anonymous user: 142.165.45.153
Submitted values are:

Date: Saturday, March 26, 2016
To: His Worship the Mayor and Members of City Council
First Name: Harvey
Last Name: Peever
Address: 1125 east centre
City: Saskatoon
Province: Saskatchewan
Postal Code: S7j3a4
Email: jnycnuk1@mail.com

Comments: I can't believe that there is even a modicum of support for a new arena complex. I was one of those opposed to the present location way back when but its there and there is no way we should be entertaining the thought of another building at this time. Taxpayers should revolt at the thought.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/79594>

Enumeration/Voters List/Voter Registry

Recommendation

That this report be forwarded to City Council recommending:

1. That the information be received; and
2. That voters be registered at the polls on the dates set for voting during the 2016 Municipal and School Board Elections.

Topic and Purpose

The purpose of this report is to respond to an inquiry of Councillor Iwanchuk and to City Council's referral of a recommendation of the Saskatoon Municipal Review Commission regarding the enumeration of names of electors and the preparation of a voters list.

Report Highlights

1. There is no legislative or administrative requirement for a voters list. A voters list has not been prepared in Saskatoon since 1988.
2. Conducting an enumeration is labour intensive and costly.
3. A council may choose to enter into agreements with respect to sharing or using a voters list, or any other voter data used to create a voters list, with any officer established pursuant to a provincial Act or an Act of the parliament of Canada responsible to conduct an election.
4. The use of a national or provincial register of electors in a municipal election may serve as a basis for a voters list.
5. There is no provision in the legislation to allow for a process to preserve the voter registration forms from the 2016 Municipal and School Board Elections to formulate a list to be used for the purposes of developing a permanent voters list.

Strategic Goal

The information contained in this report aligns with the Strategic Goal of Continuous Improvement and the four-year priority to pursue opportunities to “modernize” civic government to reflect best practices, changing demands, etc.

Background

At the meeting of City Council held on January 6, 2014, Councillor Iwanchuk made the following inquiry:

“Would the Administration please report on the steps that would be required to have residents of Saskatoon enumerated for the 2016 Municipal Election. Please include in the report if a voters’ list would be provided to all candidates, such as is the case in provincial and federal elections.”

The above inquiry was subsequently included in the matters to be reviewed by the Municipal Review Commission. In its report dated November 19, 2015, the Municipal Review Commission reported and recommended:

“The SMRC believes the costs associated with a quadrennial enumeration would be high and administratively burdensome. It is thus recommended that Council explore the possibility of obtaining voter information from the Chief Electoral Officers of Canada and Saskatchewan for the purposes of establishing a permanent Saskatoon voters’ list. This list should be open to revision for a period leading up to the close of voting on the day of the election. In the absence of this information from the Chief Electoral Officers of Canada and Saskatchewan, the SMRC recommends the current process for establishing the voters’ list be followed for the 2016 election. Following that election it is recommended that the list be preserved and used as the basis for a permanent voters list for subsequent elections. The SMRC recommends that the list be open to revision for a period of time leading up to the close of voting on the day of the election.”

On January 25, 2016, City Council referred the recommendation of the Municipal Review Commission to the Administration for a report back.

Report

History of Voters List in Saskatoon

Prior to 1973, full voters lists were not prepared, but lists of burgesses (property owners) were prepared for money votes. Voters lists were prepared for elections held in the City between 1973 and 1988. In 1991, City Council decided that a voters list would not be prepared for the 1991 election, and since then there have been no voters lists. Voters lists are not used by most Saskatchewan municipalities. A voters list is neither legislatively nor administratively required.

Enumeration

The Local Government Election Act, 2015 requires a resolution to prepare a voters list be passed by Council at least 55 days before Election Day. The returning officer is the chief enumerator responsible for the enumeration unless a council appoints someone other than the returning officer to be the chief enumerator. The chief enumerator may appoint assistants to enumerate names and to prepare and revise the voters list.

The scope of a voters list prepared through enumeration is dependent on the completeness of the enumeration effort and is subject to a variety of factors that may not always be within the control of election administrators.¹ An enumeration conducted by a process of going door-to-door presents challenges. In a report to the Legislative Assembly of Saskatchewan by the Chief Electoral Officer of Saskatchewan (October, 2013), challenges include access to voters, privacy and personal safety, recruiting and retaining enumerators and labour costs. The report notes it is increasingly difficult for enumerators to find people at home when they call and difficult to obtain the contact information for persons in control of multiple dwelling sites and gain access to residential units occupied by voters. There are also increasing numbers of residents

¹ Dr. Michael Boda, *Toward a Permanent Register of Voters for Saskatchewan*, October 2013, Presented to the Legislative Assembly of Saskatchewan

who refuse to answer their doors out of fear for their personal safety or for reasons of privacy. Concerns for safety have also been expressed by enumerators.²

Conducting an enumeration is labour intensive and costly. A review of previous reports to City Council on this topic suggest costs as follows: 1988 actual - \$120,000; 1991 estimate - \$136,000; 2006 estimate - \$250,000. The City of Regina has reported that its last door-to-door enumeration and preparation of a voters list was conducted in 1985 at an estimated cost of \$160,000.

To determine a more current estimate, a formula for determining the number of enumerators required to conduct an enumeration as well as a fee schedule was obtained from Elections Saskatchewan. Applying the formula based on the number of enumerators and the fee schedule alone, the estimate is \$380,000. This estimate does not include costs associated with necessary training of enumerators or any mileage, nor does it include any printing costs associated with conducting the enumeration or any communication with residents. The data acquired through an enumeration must also be managed, adding to the cost of an enumeration. It would be necessary to acquire appropriate software and adequate staff to manage the data collected as well as manage revisions to a voters list. These factors would add to the estimate for conducting an enumeration and be well within an overall estimate of \$500,000. Both school boards share in the costs of the municipal/school board elections (50 percent) and consideration would be necessary as to whether the costs of conducting and managing an enumeration would be cost-shared.

Sharing and Posting of Voters List

The Local Government Election Act, 2015, provides for copies of the voters list to be posted in the offices of the board and the administrator as well as public places within wards at least 31 days before the general election. If requested, the Chief Enumerator shall provide one copy of the voters list to each candidate free of charge. The voters list must only be used by election officers for the purpose of carrying out their duties or by a candidate for communicating with voters, including for soliciting contributions and campaigning.

Voter Registry

The Municipal Review Commission recommended that Council explore the possibility of obtaining voter information from the Chief Electoral Officers of Canada and Saskatchewan for the purposes of establishing a permanent Saskatoon voters list.

Elections Saskatchewan is undertaking the implementation of a permanent voter registry. It has conducted a door-to-door enumeration and has signed an agreement with Elections Canada as a first step to building a permanent register of voters for the province. The information sharing agreement provides for the transfer of an elector's personal information between the two election management bodies.

The Local Government Election Act, 2015 states that a Council may choose to enter into agreements with respect to sharing or using a voters list, or any other voter data

² Dr. Michael Boda, *Toward a Permanent Register of Voters for Saskatchewan*

used to create a voters list, with any officer established pursuant to a provincial Act or an Act of the parliament of Canada to conduct an election. The information obtained must be used only for the purpose of preparing or revising a voters list.

Legislative Requirements for Preparation of a Voters List

The voters list **must** be in the prescribed form under *The Local Government Election Act, 2015* and **must** contain sequential numbering, the name of the voter, the voter's address or legal land description, the ward where the voter can vote in an urban municipality divided into wards, and whether the voter is eligible to vote in respect of the public or separate school division. A voter is deemed eligible to vote in the public school division if no indication is provided.

The legislation sets out a number of steps that must be taken for the final preparation and use of a voters list and the time frames within which they must occur. These are detailed in Attachment 1.

If a voters list is used, electors are not required to complete a voter's declaration form to obtain a ballot unless the voter's name does not appear on the list, the deputy returning officer has reasonable grounds to question the entitlement of the voter to vote or a candidate or agent raises an objection to the voter's entitlement to vote. All voters are required to provide proof of identity and residence to the deputy returning officer, in addition to whether the person is a voter of the public school division or the separate school division. The deputy returning officer must record this information in the poll book. The use of a voters list does not remove these requirements.

Use of National or Provincial Register of Electors

The use of a national or provincial register of electors in a municipal election may serve as a basis for a voters list. However, the municipality must still take steps to validate and revise the data. A data management system, or access to such a service would therefore be necessary. Further, as noted above, the prescribed voters list for municipalities in Saskatchewan must include the designation of the ward number (if a municipality is divided into wards) and whether the voter is eligible to vote in respect of the public school or separate school division. Information obtained from a national or provincial register would not contain this information, and therefore we would be required to obtain this information separately for inclusion in the voters list.

A review of other jurisdictions, for example, The City of Winnipeg and Halifax Regional Municipality demonstrates that while information obtained from other levels of government is used as the basis for their lists, additional steps are taken to confirm or validate the voters list. Additional steps may include such things as having representatives available at a central location or establishing a call centre where residents may confirm voter list information, or using an outside elector data quality company to conduct data cleansing.

Establishing a Voters List from Voter Registration Forms

The report of the Municipal Review Commission recommended that if the current process for registering voters at the poll is continued for the 2016 municipal and school

board elections, the list of registered voters be preserved and used as the basis for a permanent voters list for subsequent elections.

When a voters list is not used *The Local Government Election Act, 2015* prescribes that voter registration forms may be used as a poll book (Voter Registration Form and Poll Book). The forms must be fastened together and numbered consecutively. At the close of polls, after the count, the deputy returning officer places all ballot packets, poll books and voters registration forms in the ballot box, seals the box and delivers the box and statement of results to the returning officer. The returning officer brings the ballot box and duplicate statement of results to the municipal administrator, who is then responsible for their safekeeping. The contents of the ballot boxes must be kept for three months after Election Day. All election documents, **other than those contained within the sealed ballot box**, are public documents kept in accordance with the municipality's Records Retention and Disposal Schedule. No person shall inspect the contents of a sealed ballot box, except pursuant to the order of a judge.

There is no provision in the legislation to allow for a process to preserve the voter registration forms to formulate a list to be used for the purposes of developing a permanent voters list.

Public and/or Stakeholder Involvement

Primary stakeholders include the Saskatoon Public School Board and the Greater Saskatoon Catholic School Board.

Policy Implications

There are no policy implications at this time.

Financial Implications

The cost of an enumeration or management of a voter registry has not been budgeted for in the 2016 Municipal Election.

Due Date for Follow-up and/or Project Completion

The Administration will continue to monitor sharing of voters lists or data and provide further reports, as necessary.

Public Notice

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

Attachments

1. Attachment 1 – Steps for Preparation of a Voters List

Report Approval

Written and Approved by: Joanne Sproule, City Clerk

Steps for Preparation of a Voters List

- At least 55 days before Election Day – resolution to prepare a voters list;
- At least 31 days before Election Day – post a copy of the Voters List and Notice of Application for Revision of Voters List, in the office of the administrator, in the school board office and in any other public place deemed necessary, **including at least one set posted in each ward**; notice of posting must be published in the newspaper;
- At least 15 days before an Election – voters may apply to have a name (including their own) struck from the voters list, on the grounds the person is not a qualified elector;
- At least 15 days before an Election, applicants may apply to correct an error or omission in the voters list by filing a voters registration form setting out the information necessary to correct the error or omission – applicants are those persons who are eligible to vote but whose name is not on the voters list; whose name is listed in error on the voters list; whose designation as a voter of the public school division or separate school division is incorrect; or whose name is listed in the incorrect ward or polling place.
- At least 10 days before Election Day, the chief enumerator will prepare a revised voters list, by striking any name from the list or correcting any error on the list; initialling and dating each change made. Notice to people who have been deleted from the original voters list along with a written statement of the eligibility requirements of a voter must be served either personally or by registered mail.

2016 Local Government Elections – Mail-In Ballots

Recommendation

That a report be forwarded to City Council recommending that the City Solicitor be instructed to amend Bylaw No. 8191, *The Election Bylaw, 2012* to remove the provision of “postage-paid” for the return of the mailing envelope to the returning officer for mail-in ballots;

Topic and Purpose

The purpose of this report is to request approval for an amendment to *The Election Bylaw, 2012* regarding mail-in ballots.

Background

Section 92 of *The Local Government Election Act, 2015* authorizes Council to establish a mail-in ballot voting system for the purpose of receiving ballots in an election. In addition, clause 29(1)(b) of the *Act* authorizes Council to establish a mail-in ballot voting system for voters receiving care in a hospital, personal care facility or similar institution. Bylaw No. 8191, *The Election Bylaw, 2012*, provides for a mail-in ballot voting system.

Report

A mail-in ballot voting option was initially established for the 2012 Local Government Elections to provide an opportunity for voters who planned to be away from the City at the time of the general election as well as during advance polls to still vote. The ability to vote by mail was well-received and a good number of voters took advantage of the opportunity to receive and return a ballot by mail.

Bylaw No. 8191, *The Election Bylaw, 2012* provides for ballots to be returned to the Returning Officer in a self-addressed, postage paid mailing envelope. The administration of this provision of the Bylaw has proven to be difficult, particularly for destinations outside of Canada. Administration has encountered difficulties in both obtaining and determining appropriate return postage for these locations.

A review of the practices of the Federal and Provincial Governments and other cities in Saskatchewan and western Canada with respect to the return of mail-in ballots was undertaken. While some jurisdictions provide for return postage within Canada, none cover return postage outside of Canada. For those outside of Canada, voters are responsible for returning their marked ballot by whatever means they deem to be the most efficient as well as the associated costs. All mail-in ballots must be received by the close of polls on Election Day in order to be counted. Mail-in ballots can also be dropped off at the Election office.

It is therefore being recommended that Bylaw No. 8191, *The Election Bylaw, 2012* be amended to remove the provision of “postage-paid” for the return of the mailing envelope for all mail-in ballots to the returning officer.

Additional amendments to Bylaw No. 8191 will be brought forward in due course to address necessary changes as a result of the proclamation of new *Local Government Election Act, 2015* on January 1, 2016 and the passage of the *The Local Government Election Regulations, 2015*.

Communication Plan

A comprehensive communication plan for all aspects of the 2016 Municipal and School Board Elections is being developed with the Communications Division.

Policy Implications

There are no policy implications at this time.

Public Notice

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

Report Approval

Written and Approved by: Joanne Sproule, City Clerk

2016 Local Government Elections – Hours of Voting

Recommendation

That this report be received and forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to present the hours of voting for the 2016 Municipal and School Board Elections.

Background

The Local Government Election Act, 2015 and *The Local Government Election Act Regulations, 2015* came into effect January 1, 2016. In accordance with the legislation, a number of decisions are required by City Council and by the Returning Officer related to the holding of a municipal election. This report deals with the hours for polls to be open on election day.

Report

The Local Government Election Act, 2015 stipulates that polls must be open for voting between 9:00 a.m. and 8:00 p.m. on election day, and that the Returning Officer may open polls earlier than 9:00 a.m. on election day.

In the past, polls have been open between 8:00 a.m. and 8:00 p.m. and the same hours will be established for the 2016 Civic Election. Election officials must be at the poll at least 30 minutes before opening the poll and they are required to stay after the poll closes to complete their legislated duties, which means they are working a long day. It is therefore not being proposed that polls open any earlier than 8:00 a.m.

Public and Stakeholder Involvement

A copy of this report will be provided to the Public and Separate School Boards for information.

Communication Plan

A comprehensive communication plan for all aspects of the 2016 Municipal and School Board Elections is being developed with the Communications Division.

Policy Implications

There are no policy implications at this time.

Public Notice

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

Report Approval

Written and Approved by: Joanne Sproule, City Clerk/Returning Officer

Report-2016 Election – Hours of Voting – GPC April 18-16

2016 Local Government Elections – Advance Polls

Recommendation

That this report be received and forwarded to City Council for its information.

Topic and Purpose

The purpose of this report is to provide information on the establishment of Advance Polls for the 2016 Local Government Elections.

Background

The Local Government Election Act, 2015 and *The Local Government Election Regulations, 2015* came into effect January 1, 2016. In accordance with the legislation, a number of decisions are required by City Council and the Returning Officer related to the holding of a municipal election. This report deals with the establishment of advance polls.

Report

Section 85 of the *The Local Government Election Act, 2015* authorizes the returning officer to establish one or more advance polls for voters at least three days and not more than 15 days before the day of the election, and set the days and hours for advance voting, excepting those to be established for personal care facilities and similar institutions, which will be the subject of a separate report.

In an effort to raise awareness, encourage voter turnout and provide opportunities for voting while people are active in the community, advance polls will be established at City Hall, the University of Saskatchewan, and four shopping malls – Lawson Heights Mall, Confederation Mall, Market Mall and the Centre Mall. Attachment 1 sets out the days and hours for conducting an advance poll at each location.

Public and Stakeholder Involvement

A copy of this report will be provided to the Public and Separate School Boards for information.

Communication Plan

A comprehensive communication plan for all aspects of the 2016 Municipal and School Board Elections is being developed with the Communications Branch.

Policy Implications

There are no policy implications at this time.

Public Notice

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

Attachments

1. Attachment 1 – Advance Poll locations, dates and hours

Report Approval

Written and Approved by: Joanne Sproule, City Clerk/Returning Officer

Report – 2016 Election – Advance Polls – GPC – April 18-16

2016 ELECTIONS - ADVANCE POLLS***City Hall, Committee Room E***

Saturday, October 15th	10:00 a.m. – 5:00 p.m.
Monday, October 17th	11:00 a.m. – 6:00 p.m.
Tuesday, October 18th	11:00 a.m. – 6:00 p.m.
Wednesday, October 19th	11:00 a.m. – 6:00 p.m.
Thursday, October 20th	11:00 a.m. – 6:00 p.m.
Friday, October 21st	11:00 a.m. – 6:00 p.m.
Saturday, October 22nd	10:00 a.m. – 5:00 p.m.

The Mall at Lawson Heights***Confederation Mall******Market Mall******The Centre Mall***

Saturday, October 15th	10:00 a.m. – 5:00 p.m.
Thursday, October 20th	11:00 a.m. – 7:00 p.m.
Friday, October 21st	11:00 a.m. – 7:00 p.m.
Saturday, October 22nd	10:00 a.m. – 5:00 p.m.

University of Saskatchewan

Monday, October 17th	9:00 a.m. – 4:00 p.m.
Tuesday, October 18th	9:00 a.m. – 4:00 p.m.

2016 Local Government Elections – Homebound Voting

Recommendation

That a report be forwarded to City Council recommending that homebound voting in accordance with *The Local Government Election Act, 2015 and Regulations*, on October 21, 24 and 26 be established.

Topic and Purpose

The purpose of this report is to obtain the required legislative approval of recommendations related to homebound voting for the 2016 Local Government Elections.

Background

The Local Government Election Act, 2015 and *The Local Government Election Act Regulations, 2015* came into effect January 1, 2016. In accordance with the legislation, a number of decisions are required by City Council related to the holding of a municipal election. This report outlines recommendations with respect to homebound voting for the 2016 Local Government Election.

Report

Section 30 of *The Local Government Election Act, 2015* authorizes Council to provide for homebound voting any time between the first day of advance polling and the closing of polls on election day to take the vote of a voter that:

- (a) has a disability or limited mobility and is unable to attend an established polling place to vote; or
- (b) is a resident caregiver and because of the care required for the voter who has a disability or limited mobility does not allow them to attend an established polling place to vote.

Applications to engage the homebound voting service are made to the returning officer. Upon the returning officer's satisfaction that the application is proper and complies with legislated requirements, the homebound voting service involves election officials going to the home of the voter to capture their vote. Personal Care facilities and similar institutions that are too small to warrant establishing a special poll for the required one-hour minimum time frame would also be eligible for this service, provided residents meet the application criteria.

It is being recommended that homebound voting be established on October 21, 24 and 26, as required.

Communication Plan

A comprehensive communication plan for all aspects of the 2016 Municipal and School Board Elections is being developed with the Communications Division.

Policy Implications

There are no policy implications at this time.

Public Notice

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

Report Approval

Written and Approved by: Joanne Sproule, City Clerk/Returning Officer

Report – 2016 Election – Homebound Voting – GPC – April 18-16

City Council Car Allowance - 2015

Recommendation

That the information be forwarded to City Council and posted on the City's website.

Topic and Purpose

The purpose of this report is to provide a summary of car allowance expenses for Councillors and the Mayor for 2015.

Strategic Goal

The information contained in this report and attachment aligns with the Strategic Goal of Continuous Improvement and demonstrates the Leadership Commitment of Openness and Accountability.

Report

At its meeting of June 13, 2005, City Council resolved in part that, effective July 1, 2005, Councillors be reimbursed for use of their personal vehicle for City business, based on a per kilometre reimbursement equal to the automobile allowance rates set by the Canada Revenue Agency for tax-exempt allowances for the use of personal vehicles. The rate for 2015 was \$.55/km for the first 5,000 kilometers driven and \$.49/km driven after that.

The following are the car allowance expenditures for 2015 for each Councillor.

Total Amount Estimated	\$ 15,000.00
Total Amount Spent	\$ 12,658.07

Individual Councillor Expenditures

Councillor C. Clark	\$ 430.65
Councillor T. Davies	\$ 1,303.50
Councillor R. Donauer	\$ 921.25
(On leave of absence August 4 to October 19 wherein no claims were filed or paid.)	
Councillor D. Hill	\$ 2,655.20
Councillor A. Iwanchuk	\$ 860.86
Councillor Z. Jeffries	\$ 1,874.95
Councillor M. Loewen	\$ 0.00
Councillor P. Lorje	\$ 2,481.60
Councillor E. Olauson	\$ 1,933.16
Councillor T. Paulsen	\$ 196.90

Also provided is the following summary from Mayor Atchison:

2015 Budget:	\$	20,000.00
Total Spent:	\$	11,677.08

The above summaries will be posted on the City's website.

Public Notice

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

Report Approval

Written by: Shellie Bryant, Deputy City Clerk

Approved by: Joanne Sproule, City Clerk

Admin Report – Council Car Allowance 2015.docx

City Councillors' Travel and Training Expenses – 2015

Recommendation

That the information be forwarded to City Council and posted on the City's website.

Topic and Purpose

The purpose of this report is to provide a summary of Councillors' Travel and Training expenses for 2015. The Mayor's summary is also provided.

Strategic Goal

The information contained in this report and attachment aligns with the Strategic Goal of Continuous Improvement and demonstrates the Leadership Commitment of Openness and Accountability.

Report

Section 3.4 of Policy No. C01-023, "City Councillors' Travel and Training", states that the City Clerk will, on an annual basis, prepare a report listing the total cost of each Councillor's Common and Individual Travel and Training. Upon approval of the Councillors, the report is to be submitted to City Council, as information.

Also included are Councillors' other travel and training expenses that were either budgeted outside of the regular travel budget (i.e. pension training for those Councillors that do not sit on a pension board) or were paid from other sources (i.e. Board of Police Commissioners, Pension Boards, etc.)

Individual Travel and Training

Each Councillor is allotted funds annually for general travel and training, such as attendance at the annual SUMA and FCM conferences. The total amount budgeted for 2015 for all Councillors was \$35,000.00. For 2015 the total expenditures were \$30,553.34. Attachment 1 sets out the details for each individual Councillor.

Common (Appointed) Travel and Training

A Common Travel and Training Budget is provided in order for Councillors to attend annual conferences or board meetings of any organization on which he or she is appointed as an official representative of the City of Saskatoon, or as a Board member, such as the Trans Canada Yellowhead Highway Association or FCM Board and Committees. The total amount budgeted for Common Travel and Training in 2015 was \$24,000.00. For 2015, the total expenditures were \$16,710.81. Attachment 2 sets out the details for each individual Councillor.

Other Travel and Training

There are various Boards that Councillors are either appointed to or have a vested interest in that fall outside of the above travel budgets. A \$7,000 budget was approved in 2015 for those Councillors that do not sit on a pension board to obtain pension training. Travel and training expenditures are also included for those Councillors that sit on Boards which are paid from other sources, for example if a Councillor is a Trustee on a pension board, those expenses are paid for from the Plan. Attachment 3 sets out the details for each individual Councillor as well as the source of funds.

City Council's former Executive Committee, at its meeting held on September 7, 2010, considered the matter of posting the expenses of all members of City Council, including the Mayor, on the City's website and resolved that the information be posted on the City's website annually in order to demonstrate City Council's commitment to transparency.

In this regard, included as Attachment 4 is a summary of travel expenses for Mayor Atchison for 2015. The allocated amount in the 2015 budget was \$35,000.00 with total expenditures being \$21,678.40. It should be noted this summary includes car allowance for 2015, which is the subject of a separate report.

Public Notice

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

Attachments

1. Individual Travel and Training 2015 – Councillors
2. Common (Appointed) Travel and Training 2015 – Councillors
3. Other Travel and Training 2015 - Councillors
4. Travel Expenses – 2015 – Mayor Atchison

Report Approval

Written by: Shellie Bryant, Deputy City Clerk

Approved by: Joanne Sproule, City Clerk

Admin Report – Councillors' Travel and Training Expenses 2015.docx

INDIVIDUAL TRAVEL AND TRAINING EXPENSES 2015 - COUNCILLORS

FCM = Federation of Canadian Municipalities
 NSBA = North Saskatoon Business Association
 SAMA = Saskatchewan Assessment Management Agency
 SUMA = Saskatchewan Urban Municipalities Association
 TCYHA = Trans Canada Yellowhead Highway Association

Budgeted for 2015: \$35,000

Total 2015 Expenditures: \$30,613.34

Councillor Clark - Ward 6

DATE	PURPOSE	DESTINATION	AMOUNT
Jan. 27 - 29	Winter Cities Conference	Edmonton, AB	\$1,361.21
Feb. 2 and 3	SUMA Convention	Saskatoon, SK	\$360.00
Jun. 4 - 7	FCM National Conference	Edmonton, AB	\$2,379.67
	TOTAL		\$4,100.88

Councillor Davies - Ward 4

DATE	PURPOSE	DESTINATION	AMOUNT
Jun. 5 - 7	FCM National Conference	Edmonton, AB	\$1,621.60
	TOTAL		\$1,621.60

Councillor Donauer - Ward 5

DATE	PURPOSE	DESTINATION	AMOUNT
Feb. 2	SUMA Convention	Saskatoon, SK	\$300.00
Jun. 4 - 8	FCM National Conference	Edmonton, AB	\$2,490.82
	TOTAL		\$2,790.82

Councillor Hill - Ward 1

DATE	PURPOSE	DESTINATION	AMOUNT
Sept. 29 - Oct. 3	International Downtown Association Conference	San Francisco, CA	\$3,521.43
	TOTAL		\$3,521.43

Councillor Iwanchuk - Ward 3

DATE	PURPOSE	DESTINATION	AMOUNT
Jun. 4 - 7	FCM National Conference	Edmonton, AB	\$2,284.43
	TOTAL		\$2,284.43

Councillor Jeffries - Ward 10

DATE	PURPOSE	DESTINATION	AMOUNT
Jan. 27 - 29	Winter Cities Conference	Edmonton, AB	\$1,290.52
Sept. 29 - Oct. 3	International Downtown Association Conference	San Francisco, CA	\$2,717.62
	TOTAL		\$4,008.14

Councillor Loewen - Ward 7

DATE	PURPOSE	DESTINATION	AMOUNT
Jan. 27 - 29	Winter Cities Conference	Edmonton, AB	\$834.09
Sept. 29 - Oct. 5	International Downtown Association Conference	San Francisco, CA	\$1,790.95
	TOTAL		\$2,625.04

Councillor Lorje - Ward 2

DATE	PURPOSE	DESTINATION	AMOUNT
May 22 & 23	Internet Fees	New York, NY	\$29.01
Sept. 29 - Oct. 5	International Downtown Association Conference	San Francisco, CA	\$3,314.94
	TOTAL		\$3,343.95

Councillor Olauson - Ward 8

DATE	PURPOSE	DESTINATION	AMOUNT
Jun. 5 - 7	FCM National Conference	Edmonton, AB	\$2,257.48
Jun. 28	Cdn. Inst. Of Planners - Seminars	Saskatoon, SK	\$467.25
	TOTAL		\$2,724.73

Councillor Paulsen - Ward 9

DATE	PURPOSE	DESTINATION	AMOUNT
Sept. 29 - Oct. 3	International Downtown Association Conference	San Francisco, CA	\$3,532.32
	TOTAL		\$3,532.32

GRAND TOTAL**\$30,553.34**

COMMON (APPOINTED) TRAVEL AND TRAINING 2015 - CITY COUNCILLORS

FCM = Federation of Canadian Municipalities
 SAMA = Saskatchewan Assessment Management Agency
 SUMA = Saskatchewan Urban Municipalities Association
 TCYHA = Trans Canada Yellowhead Highway Association

Councillor Clark - Ward 6

DATE	PURPOSE	DESTINATION	AMOUNT
			\$0.00

Councillor Davies - Ward 4

DATE	PURPOSE	DESTINATION	AMOUNT
Sept. 29 - Oct. 3	International Downtown Association Conference	San Francisco, CA	\$3,711.77
	TOTAL		\$3,711.77

Councillor Donauer - Ward 5

DATE	PURPOSE	DESTINATION	AMOUNT
			\$0.00

Councillor Hill - Ward 1

DATE	PURPOSE	DESTINATION	AMOUNT
Feb. 10 - 12	*FCM Sustainable Communities	London, ON	\$1,076.37
Mar. 2 - 8	FCM Standing Committees & Board Meetings; Joint Meetings - Committee on Community Corrections	Burnaby, BC	\$1,838.90
Jun. 4 - 8	FCM National Conference	Edmonton, AB	\$2,498.72
Sept. 5 - 13	FCM Board Meeting	Fredericton, NB	\$989.51
Sept. 9 - 13	FCM Standing Committee & Board Meetings	Fredericton, NB	\$2,058.64
Nov. 14	FCM Advocacy Days	Ottawa, ON	\$810.19
Nov. 15 - 16	FCM Joint Committee on Community Corrections	Ottawa, ON	\$123.88
Nov. 17 - 19	FCM Standing Committees & Board Meetings	Ottawa, ON	\$1,731.07
	TOTAL		\$11,127.28

*50% paid by SUMA for Board members - cost shown is City of Saskatoon's share

Councillor Iwanchuk - Ward 3

DATE	PURPOSE	DESTINATION	AMOUNT
Apr. 15	SAMA Annual General Mtg. Registration Fee	Saskatoon, SK	\$60.00
	TOTAL		\$60.00

Councillor Jeffries - Ward 10

DATE	PURPOSE	DESTINATION	AMOUNT
Mar. 12 - 13	TCYHA Mid-Term Meeting	Edmonton, AB	\$491.46
Mar. 31	South Saskatchewan Watershed Annual General Mtg.	Outlook, SK	\$113.30
Apr. 28	TCYHA Annual General Meeting	Edmonton, AB	\$694.16
Oct. 23	TCYHA Mid-Term Meeting	Vermillion, AB	\$386.10
	TOTAL		\$1,685.02

Councillor Loewen - Ward 7

DATE	PURPOSE	DESTINATION	AMOUNT
Sept. 9 - 13	FCM Committee Meetings	Fredericton, NB	\$1,461.85
Nov. 17 - 20	FCM Committee Meetings	Ottawa, ON	\$1,300.29
	TOTAL		\$2,762.14

Councillor Lorje - Ward 2

DATE	PURPOSE	DESTINATION	AMOUNT
	TOTAL		\$0.00

Councillor Olauson - Ward 8

DATE	PURPOSE	DESTINATION	AMOUNT
			\$0.00

Councillor Paulsen - Ward 9

DATE	PURPOSE	DESTINATION	AMOUNT
			\$0.00

GRAND TOTAL

\$16,710.81

OTHER TRAVEL AND TRAINING 2015 - CITY COUNCILLORS

CABP = Canadian Association of Police Governance
 CPBI = Canadian Pension & Benefits Institute
 IFEBP = International Foundation of Employee Benefit Plans
 FTMS = Foundations of Trust Management Standards
 ATMS = Advanced Trust Management Standards

Councillor Clark - Ward 6

DATE	PURPOSE	DESTINATION	AMOUNT
Mar. 1 - 4	*Economics of Policing Conference	Ottawa, ON	\$1,318.68
Apr. 27 - May 1	*CAPG meetings	Ottawa, ON	\$1,537.30
Aug. 26 - 29	*CAPG Annual Conference	Markham, ON	\$1,840.43
	TOTAL		\$4,696.41

*Paid from Board of Police Commissioners Budget

Councillor Davies - Ward 4

DATE	PURPOSE	DESTINATION	AMOUNT
May	IFEBP - Membership	n/a	\$220.00
	TOTAL		\$220.00

Councillor Donauer - Ward 5

DATE	PURPOSE	DESTINATION	AMOUNT
May	IFEBP - Membership	n/a	\$220.00
Jul. 15 - 18	IFEBP - FTMS Training	Vancouver, BC	\$3,401.03
	TOTAL		\$3,621.03

Councillor Hill - Ward 1

DATE	PURPOSE	DESTINATION	AMOUNT
Aug. 26 - 29	*CAPG Annual Conference	Markham, ON	\$2,392.61
Nov. 20 - 25	**IFEBP - Annual Conference and ATMS Training	Las Vegas, NV	\$3,089.05
	TOTAL		\$5,481.66

*Paid from the Board of Police Commissioners Budget

**Paid from the Police Pension Plan (Old Plan)

Councillor Iwanchuk - Ward 3

DATE	PURPOSE	DESTINATION	AMOUNT
	TOTAL		\$0.00

Councillor Jeffries - Ward 10

DATE	PURPOSE	DESTINATION	AMOUNT
	TOTAL		\$0.00

Councillor Loewen - Ward 7

DATE	PURPOSE	DESTINATION	AMOUNT
	TOTAL		\$0.00

Councillor Lorje - Ward 2

DATE	PURPOSE	DESTINATION	AMOUNT
Jan. 5	*CPBI - Seminar	Saskatoon, SK	\$35.00
May 24 - 27	*CPBI Conference	New York, NY	\$2,632.81
	TOTAL		\$2,667.81

*Paid from the General Superannuation Plan

Councillor Olauson - Ward 8

DATE	PURPOSE	DESTINATION	AMOUNT
Jul. 15 - 18	IFEBP - FTMS Training	Vancouver, BC	\$4,153.78
	TOTAL		\$4,153.78

Councillor Paulsen - Ward 9

DATE	PURPOSE	DESTINATION	AMOUNT
	TOTAL		\$0.00

MAYOR DONALD ATCHISON - JANUARY 1 - DECEMBER 31, 2015**WITHIN CANADA - TRAVEL EXPENSES**

Date	Purpose	Destination	Total Cost
Jan 14	Meeting with Minister Reiter	Regina	\$ 138.85
Jan 15 - 16	P3 Business Meetings	Toronto	\$ 1,242.29
Feb 4 - 5	BCMC Meeting	Toronto	\$ 1,216.91
Feb 23 - 24	FCM Rail Safety Working Group	Ottawa	\$ 1,383.24
Feb 26 - 27	International Project Finance Assoc. - Bridge P3's Meeting	Toronto	\$ 426.59
March 2 - 4	Economics of Policing - Police Commission Expense	Ottawa	0
April 15	Saskatchewan Prayer Breakfast	Regina	\$ 136.83
May 13	Saskatchewan Order of Investiture	Regina	\$ 186.02
May 27 - 28	SK City Mayor's/Manager's Meetings	Melfort	\$ 315.87
June 3 - 5	BCMC Meetings	Edmonton	\$ 975.75
Sept 15	SK Association of Police Boards Conference	Regina	\$ 126.07
Oct 28 - 29	SK City Mayor's/Manager's Meeting	Regina	\$ 429.50
Nov 1 - 3	Canadian Council for P3 Conference	Toronto	\$ 1,112.19
Nov 16 - 17	FCM Rail Safety Working Group	Ottawa	\$ 1,144.78
		TOTAL	\$ 8,834.89

FCM - Federation of Canadian Municipalities**BCMC - Big City Mayors Caucus**2015 Budget: **\$35,000.00**Total Spent: **\$8,834.89****INTERNATIONAL TRAVEL EXPENSES**

Date	Purpose	Destination	Total Cost
March 25 - April 9	Immigration/Job Fair	Poland/Ireland	\$ 9,036.07
June 7 - 12	World Cities Summit/Meetings	NY/Washington DC	\$ 3,215.50
Aug 31 - Sept 1	Cities for Life Conference	Columbia	\$ 523.05
Oct 17 - 19	CanAm Police/Fire Games Presentation	Las Vegas	\$ 68.89
		TOTAL	\$ 12,843.51

Total Spent: **\$12,843.51****CAR ALLOWANCE**2015 Budget: **\$20,000.00**Total Spent: **\$11,677.08**

Communications Support to Councillors – 2015

Recommendation

That the information be forwarded to City Council and posted on the City's website.

Topic and Purpose

The purpose of this report is to provide a summary of Councillors' Communication expenses for 2015.

Strategic Goal

The information contained in this report and attachment aligns with the Strategic Goal of Continuous Improvement and demonstrates the Leadership Commitment of Openness and Accountability.

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 Committee with usage updates.

For 2015, \$100,000 was allocated for Councillors. Total expenditures were \$68,505.96. Attachment 1 sets out the details for each Councillor.

In accordance with the established parameters and guidelines, details of the expenditures will be posted on the City's website, with personal and other exempted information governed by *The Local Authority Freedom of Information and Protection of Privacy Act*, being redacted.

Also provided is the Communications Allowance for the Office of the Mayor as outlined in Attachment 2.

Public Notice

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

Attachments

1. Councillors' Communications Allowance 2015
2. His Worship the Mayor Communications Allowance 2015

Written by: Shellie Bryant, Deputy City Clerk

Approved by: Joanne Sproule, City Clerk

Admin Report – Communications Support to Councillors 2015.docx

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance
01-Jan		Opening Balance (\$10,000/Councillor/year)					
CLARK, Charlie							
15-Jan	R542063	Planet S magazine ad	\$240.45	x	11.45	\$229.00	
28-Feb	R541922	Communications Work - website updates & database management	\$662.50	x		\$662.50	
13-Apr	R541981	Communications Work - website updates & database management	\$1,000.00	x		\$1,000.00	
08-May	R541996	Samuel Ganton - Graphic Design Poster for Ward Meeting	\$100.00	x		\$100.00	
20-May	R547645	Communications Work -event coordination, media relation & support	\$2,700.00	x		\$2,700.00	
24-Jun	R547666	Saskatoon Diversity Network - Advertising for the Pride Guide	\$187.50	x		\$187.50	
13-Aug	R553627	Planet S magazine ad	\$273.64	x	13.03	\$260.61	
17-Aug	R553635	Ian Sargent - Advertising Graphic Design	\$60.00	x		\$60.00	
27-Aug	R553641	North Sask Business Association - Popcorn & Entrepreneurship Event	\$78.75	x	3.75	\$75.00	
09-Sep	R553653	Communications work - Ward 6 forum planning, logistics, facilitation	\$212.50	x	4.25	\$208.25	
15-Nov	R553737	Planet S Magazine Advertising - November Issue	\$693.00	x	33.00	\$660.00	
21-Dec	R553781	Earncliffe Saskatchewan - Media Training	\$262.50	x	12.50	\$250.00	
Total - Councillor Clark							\$6,392.86
DAVIES, Troy							
04-Feb	R542068	Black Tie Bingo - Saskatoon City Hospital Foundation Fundraiser	\$700.00	x		\$700.00	
24-Mar	R547623	Chamber of Commerce Luncheon ft. His Worship Don Atchison	\$35.00	x	1.75	\$33.25	
24-Jun	R547666	Saskatoon Diversity Network - Advertising for the Pride Guide	\$187.50	x		\$187.50	
		Saskatoon Chamber of Commerce - Advertising & Sponsorship					
24-Jun	R547665	President Golf Classic	\$500.00	x		\$500.00	
17-Jul	R553605	Bus stop sign rentals (33rd, McClocklin & Wedge Rd)	\$2,268.00	x	108.00	\$2,160.00	
29-Jul	R553618	Tourism Saskatoon - Saskatoon Shines Pins 100	\$55.00	x	2.50	\$52.50	
10-Sep	R553657	Mount Royal Community Association - Advertising	\$100.00	x		\$100.00	
		Saskatoon Community Foundation - Potash Corp Mayors Gala - (2)					
29-Sep	R553670	tickets	\$700.00	x		\$700.00	
23-Oct	R553695	NSBA Luncheon - featuring Mayor Don Atchison	\$31.50	x	1.50	\$30.00	
20-Nov	R553733	Fast Print - Flyer Creation, Printing and Distribution	\$2,984.74	x	138.53	\$2,846.21	
20-Nov	R553724	NSBA Luncheon - featuring Jochen Tilk	\$31.50	x	1.50	\$30.00	
04-Dec	R553754	Bus stop sign rentals (33rd, McClocklin & Wedge Rd)	\$2,256.30	x	101.25	\$2,155.05	
Total - Councillor Davies							\$9,494.51
DONAUER, Randy							
26-Mar	R541937	NSBA Luncheon ft. Hon. Gordon Wyant	\$31.50	x	1.50	\$30.00	
11-May	R542000	Staples - Printing and Folding of Ward Flyer (re: Sewage Plant info)	\$269.09	x	12.23	\$256.86	
11-May	R542000	Canada Post - Distribution of Ward Flyer (re: Sewage Plant info)	\$297.69	x	14.18	\$283.51	
02-Jun	R657655	Saskatoon Business Hall of Fame 2015 Ticket	\$80.00	x		\$80.00	
20-Nov	R553723	Flyer design, printing and distribution - ward residents	\$4,617.98	x	206.83	\$4,411.15	
11-Dec	R553774	Flyer design, printing and distribution - ward businesses	\$1,575.03	x	65.62	\$1,509.41	
Total - Councillor Donauer							\$6,570.93

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance
HILL, Darren							
09-Feb	R542075	City Park Community Association Fundraiser	\$35.00	x		\$35.00	
09-Feb	R542075	Colored Paper for Flyers	\$34.14	x	1.55	\$32.59	
09-Feb	R542075	LUGO (Mendel fundraiser)	\$35.00	x		\$35.00	
28-Apr	R541990	Children's Hospital Foundation of Saskatchewan - Fundraiser Ticket	\$225.00	x		\$225.00	
28-Apr	R541991	Saskatoon Chamber of Commerce - Celebrate Success Gala Ticket	\$157.50	x	7.50	\$150.00	
12-May	R547644	HBPMKW Community Association - Newsletter Advertising	\$225.00	x		\$225.00	
29-May	R547652	Door Prize Donation - Sask Deaf Hard of Hearing Society Fundraiser	\$109.99	x	5.00	\$104.99	
24-Jun	R547666	Saskatoon Diversity Network - Advertising for the Pride Guide	\$187.50	x		\$187.50	
09-Jul	R553601	Creative Outdoor Advertising - (33rd & Ave P) Aug 2015 - Aug 2016	\$1,701.00	x	81.00	\$1,620.00	
02-Sep	R553644	Stamps - roll of 100 - Canada Post	\$267.75	x	12.75	\$255.00	
04-Sep	R553648	HBPMKW Community Association - Newsletter Advertising	\$225.00	x		\$225.00	
		Creative Outdoor Advertising (McCormack Dr & Fairlight Dr)					
09-Oct	R553678	June 2015-June 2016	\$1,751.40	x	83.40	\$1,668.00	
08-Jan	R560137	Facebook Advertising - January - December 2015	\$1,170.65	x	0.00	\$1,170.65	
Total - Councillor Hill							\$5,933.73

IWANCHUK, Ann							
19-Feb	R541912	Creative Outdoor Advertising - McCormack Drive at Fairlight Drive	\$145.95	x	6.95	\$139.00	
26-Feb	R542084	Read Saskatoon - Lit Up! Fundraiser - 2 tickets	\$130.00	x		\$130.00	
28-Feb	R541920	Pacific Heights Community Association - Advertising	\$100.00	x		\$100.00	
23-Mar	R541967	Creative Outdoor Advertising - McCormack Drive at Fairlight Drive	\$145.95	x	6.95	\$139.00	
20-Apr	R547623	Creative Outdoor Advertising - McCormack Drive at Fairlight Drive	\$145.95	x	6.95	\$139.00	
14-May	R547706	Creative Outdoor Advertising - McCormack Drive at Fairlight Drive	\$145.95	x	6.95	\$139.00	
24-Jun	R547666	Saskatoon Diversity Network - Advertising for the Pride Guide	\$187.50	x		\$187.50	
26-Jun	R547679	Creative Outdoor Advertising - McCormack Drive at Fairlight Drive	\$145.95	x	6.95	\$139.00	
28-Jul	R553613	Ukrainian Canadian Congress - Visnyk Spring 2015 Advertising	\$130.00	x		\$130.00	
30-Jul	R553614	Creative Outdoor Advertising - McCormack Drive at Fairlight Drive	\$145.95	x	6.95	\$139.00	
13-Aug	R553631	Creative Outdoor Advertising - McCormack Drive at Fairlight Drive	\$145.95	x	6.95	\$139.00	
21-Sep	R553668	Creative Outdoor Advertising - McCormack Drive at Fairlight Drive	\$145.95	x	6.95	\$139.00	
16-Oct	R553686	Creative Outdoor Advertising - McCormack Drive at Fairlight Drive	\$145.95	x	6.95	\$139.00	
13-Nov	R553719	Ukrainian Canadian Congress - Visnyk Fall 2015 Advertising	\$130.00	x		\$130.00	
07-Dec	R553758	Glass slipper benefit - April 15, 2015 - 2 tickets & Taxi fare	\$190.00	x		\$190.00	
07-Dec	R553758	Tickets to Brain Injury Gala - May 9, 2015 - 2 tickets & Taxi fare	\$340.00	x		\$340.00	
07-Dec	R553758	Taxi - Long Service Awards - November 20, 2015	\$20.00	x		\$20.00	
11-Dec	R553773	Picture Perfect Portraits - Christmas Cards	\$231.00	x	10.50	\$220.50	
17-Dec	R553796	Creative Outdoor Advertising - McCormack Drive at Fairlight Drive	\$145.95	x	6.95	\$139.00	
04-Jan	R560122	Brochures, Postage, Christmas Cards, Stamps and Printing	\$7,076.91	x	28.41	\$7,048.50	
04-Jan	R560124	Visnyk Winter 2015 - Quarter Page Advertisement	\$130.00	x		\$130.00	
04-Jan	R560125	Pacific Heights Community Association - Advertising	\$100.00	x		\$100.00	
Total - Councillor Iwanchuk							\$10,116.50

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance
JEFFRIES, Zach							
24-Jun	R547666	Saskatoon Diversity Network - Advertising for the Pride Guide	\$187.50	x		\$187.50	
02-Sep	R553645	Printing of Newsletters - Print Fast	\$889.88	x		\$889.88	
02-Sep	R553645	Canada Post - mailing of newsletter	\$1,461.00	x	69.57	\$1,391.43	
04-Jan	R560127	Nation Builder	\$346.72	x		\$346.72	
	R560127	EZ Texting	\$472.40	x		\$472.40	
	R560127	Zendesk	\$69.96	x		\$69.96	
	R560127	Staples - various supplies	\$89.68	x		\$89.68	
	R560127	Prize Donations	\$40.00	x		\$40.00	
	R560127	Various Business Event Meetings	\$92.68	x		\$92.68	
	R560127	Various Parking	\$21.00	x		\$21.00	
	R560127	Glass Slipper Event	\$85.00	x		\$85.00	
	R560127	Celebrate Success Gala	\$157.50	x		\$157.50	
	R560127	NSBA Business Builder Awards	\$115.50	x		\$115.50	
	R560127	Pitch Party 2015	\$80.00	x		\$80.00	
	R560127	2015 United Way Dinner Date	\$175.00	x		\$175.00	
	R560127	Francophone Gala	\$80.00	x		\$80.00	
	R560127	Amanda Lindgren - Assistant	\$157.50	x		\$157.50	
	R560127	RedBlock Media - Graphic Design	\$271.69	x		\$271.69	
	R560127	Printing - Staples	\$64.36	x		\$64.36	
	R560127	Printing - Ecol Laser	\$127.44	x		\$127.44	
	R560127	Advertising - Holy Family	\$50.00	x		\$50.00	
	R560127	Advertising - Pennco Portables	\$167.35	x		\$167.35	
	R560127	Advertising - Saskatoon Express	\$462.00	x		\$462.00	
	R560127	Mailchimp	\$331.33	x		\$331.33	
	R560127	Facebook Ads	\$91.87	x	55.42	\$36.45	
04-Jan	R560129	Dropbox & Fieldston Software Purchase	\$161.09	x		\$161.09	
07-Jan	R560135	Mainstreet Technologies	\$367.50	x		\$367.50	
	R560135	Canada Post	\$336.00	x		\$336.00	
	R560135	Data Entry - Kaleb Jeffries	\$150.00	x		\$150.00	
	R560135	Dialing	\$426.94	x		\$426.94	
	R560135	EZ Texting	\$249.38	x		\$249.38	
	R560135	Nation Builder	\$34.28	x		\$34.28	
	R560135	RedBlock Media	\$236.25	x		\$236.25	
	R560135	Mailchimp	\$70.08	x		\$70.08	
	R560135	Printfast	\$813.75	x	72.25	\$741.50	
							Processed in
							2016 Budget -
							reported in
							2015
07-Jan	ID - Charge	Canada Post - Mailing Services - Charged to Printing Services	\$1,122.73	x	53.46	\$1,069.27	
		Total - Councillor Jeffries					\$9,804.66

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance
LOEWEN, Mairin							
12-Jan	R542014	Billboard / signage rental (Jan 6 - Feb 6)	\$217.75	x	10.25	\$207.50	
12-Feb	R542076	Billboard / signage rental (Feb 6- Mar 6)	\$217.75	x	10.25	\$207.50	
11-Mar	R541932	Billboard/ signage rental (Mar 6- Apr 6)	\$217.75	x	10.25	\$207.50	
14-Apr	R541984	Billboard/signage rental (Apr 6- May 6)	\$217.75	x	10.25	\$207.50	
20-Apr	Rvisa pmt	Saskatoon Shines Leadership Gala - June 1, 2015	\$65.00	x	3.10	\$61.90	
20-Apr	R547706	Chamber of Commerce Luncheon ft. His Worship Don Atchison	\$36.75	x	1.75	\$35.00	
20-May	R547647	Billboard/signage rental (May 6 - June 6)	\$217.75	x	10.25	\$207.50	
02-Jun	R547656	Flyer Printing and Distribution	\$3,305.56	x	154.16	\$3,151.40	
02-Jun	R547657	Graphic design of flyer	\$250.00	x		\$250.00	
16-Jun	R547662	Avalon Community Association - Advertising at Avalawn Affair	\$300.00	x		\$300.00	
10-Jun	R547661	Billboard/ signage rental (June 6 - July 6)	\$217.75	x	10.25	\$207.50	
24-Jun	R547671	St. Martin's United Church Rental for Ward Meeting	\$75.00	x		\$75.00	
24-Jun	R547666	Saskatoon Diversity Network - Advertising for the Pride Guide	\$187.50	x		\$187.50	
07-Jul	R547693	Billboard/ signage rental (July 6 - Aug 6)	\$217.75	x	10.25	\$207.50	
13-Aug	R553626	Billboard/signage rental (Aug 6 - Sept 6)	\$217.75	x	10.25	\$207.50	
27-Aug	R553642	Saskatoon Sexual Assault - Luncheon en Vogue 2015	\$50.00	x		\$50.00	
09-Sep	R553654	Billboard/signage rental (Sept 6-Oct 6)	\$217.75	x	10.25	\$207.50	
15-Sep	R553668	Open Door Society - 35th Anniversary Gala - September 15, 2015	\$75.00	x		\$75.00	
15-Oct	R553681	Billboard/ signage rental (Oct 6-Nov6)	\$217.75	x	10.25	\$207.50	
12-Nov	R553711	Pennco Portables - Coroplast Sign (2) 120 x 60"	\$207.90	x	9.90	\$198.00	
13-Nov	R553718	Billboard/ signage rental (Nov 6-Dec 6)	\$217.75	x	10.25	\$207.50	
12-Nov	R553713	Colin Skrapek - Billboard design	\$200.00	x		\$200.00	
04-Jan	R560126	Ward 7 Budget Flyer - Printing fees	\$1,540.44	x	70.02	\$1,470.42	
07-Jan	R560134	Ian Sargent - Graphic Design for Advertising	\$200.00	x		\$200.00	
Total - Councillor Loewen							\$8,536.72
LORJE, Pat							
26-Feb	R541912	Chef's Gala & Showcase (arts organizations fundraiser)	\$155.00	x		\$155.00	
01-May	R541992	Musee Ukraina Museum's Fundraising Gala Tickets	\$160.00	x		\$160.00	
24-Jun	R547666	Saskatoon Diversity Network - Advertising for the Pride Guide	\$187.50	x		\$187.50	
07-Jul	R547691	Hover annual website domain renewal (www.patlorje.ca)	\$15.93	x	0.76	\$15.17	
17-Jul	R553610	Tenacius Creations -(Ben) Web twitter training & website hosting	\$369.00	x		\$369.00	
27-Jul	R553621	Hover annual website domain renewal (www.patlorje.com)	\$20.75	x		\$20.75	
13-Aug	R553630	Tenacius Creations -(Ben) Web twitter training & website hosting	\$250.00	x		\$250.00	
22-Oct-15	R553688	Musee Ukraina Museum's Fundraising event Ticket	\$25.00	x		\$25.00	
16-Oct	R553683	Little Opera on the Prairie (LOOP) Fundraising Tickets	\$170.00	x		\$170.00	
02-Jan	R560117	Holiday Park Community Association Christmas Supper	\$10.00	x		\$10.00	
02-Jan	R560120	Cookiehat Design - Katie Rosen - Website Redesign Phase 1	\$150.00	x		\$150.00	
Total - Councillor Lorje							\$1,512.42

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance
OLAUSON, Eric							
14-Jan	R542016	Romancing the Vine Synergy 8 Event - for Care & Share Saskatoon	\$200.00	x		\$200.00	
15-Jan	R542017	Bus stop sign rental (McKercher/Mt. Allison)	\$142.80	x	6.80	\$136.00	
04-Feb	R542069	Bus stop sign rental (McKercher/Mt. Allison)	\$142.80	x	6.80	\$136.00	
26-Feb	R542085	Chamber of Commerce Luncheon ft. Dr. Barnhart	\$35.00	x	1.75	\$33.25	
28-Feb	R541921	Bus stop sign rental (McKercher/Mt. Allison)	\$142.80	x	6.80	\$136.00	
24-Mar	R547623	Chamber of Commerce Luncheon ft. His Worship Don Atchison	\$35.00	x	1.75	\$33.25	
31-Mar	R541940	Bus stop sign rental (McKercher/Mt. Allison)	\$142.80	x	6.80	\$136.00	
31-Mar		Gift Cards (4x\$50)	\$200.00	x		\$200.00	
11-May	R541997	Bus stop sign rental May 15-June 15 (McKercher/Mt. Allison)	\$142.80	x	6.80	\$136.00	
26-May	R547650	Tourism Saskatoon Pins (500)	\$275.00	x	12.50	\$262.50	
02-Jun	R547654	Bus stop sign rental (McKercher/Mt. Allison) June 15 -July 15	\$142.80	x	6.80	\$136.00	
02-Jul	R547687	Bus stop sign rental (McKercher/Mt. Allison) July 15 - August 15	\$142.80	x	6.80	\$136.00	
11-Aug	R553628	Bus stop sign rental (McKercher/Mt. Allison) August 15 - Sept 15	\$142.80	x	6.80	\$136.00	
11-Aug	R553625	Saskatoon Open Door Society 35th Anniversary Gala Ticket	\$75.00	x		\$75.00	
14-Aug	R553633	READ Saskatoon fundraising dinner & golf	\$35.00	x		\$35.00	
24-Aug	R553640	ABEX Awards Ticket - October 24, 2015	\$157.50	x	7.50	\$150.00	
09-Sep	R553652	Potash Corp Mayor's Cultural Gala Ticket	\$350.00	x		\$350.00	
09-Sep	R553655	Bus stop sign rental (McKercher/Mt. Allison) Sept 15 - Oct 15	\$137.55	x		\$137.55	
02-Oct	R553674	NSBA Luncheon - featuring Hon Nancy Heppner	\$31.50	x	1.50	\$30.00	
23-Oct	R553695	NSBA Luncheon - featuring Mayor Don Atchison	\$31.50	x	1.50	\$30.00	
16-Oct	R553686	SREDA Quick Quarterly Coffee	\$15.00	x		\$15.00	
20-Nov	R553724	NSBA Luncheon - featuring Jochen Tilk	\$31.50	x	1.50	\$30.00	
13-Nov	R553717	Ward 8 Meeting - Brochures & Stamps	\$2,699.81	x	125.68	\$2,574.13	
		Ward 8 Meeting - Planning & Coordination - Trish Cheveldayoff					
03-Dec	R553738	Communication and Consulting Services	\$504.13	x	21.83	\$482.30	
Total - Councillor Olauson							\$5,725.98
PAULSEN, Tiffany							
01-Jan	R542044	Bus stop sign rental - (McKercher/Tait)	\$567.00	x	27.00	\$540.00	
01-Jan	R542013	Bus stop sign rental - (McKercher/8th)	\$150.15	x		\$150.15	
28-Feb	R541929	Rosewood Community Association - Advertising	\$75.00	x		\$75.00	
31-Mar	R541938	Bus stop sign rental (Dec - Feb)	\$283.50	x	13.50	\$270.00	
20-May	R547648	Bus stop sign rental (Mar 15-Apr 14) - paid direct to COA	\$141.75	x	6.75	\$135.00	
02-Jun	R547658	Bus stop sign rental (McKercher/Tait) Inv #671488	\$141.75	x	6.75	\$135.00	
02-Jun	R547658	Bus stop sign rental (McKercher/Tait) Inv #680590	\$141.75	x	6.75	\$135.00	
02-Jun	R547658	Bus stop sign rental (McKercher/Tait) Inv #676094	\$141.75	x	6.75	\$135.00	
24-Jun	R547672	Rosewood Community Association - Advertising	\$75.00	x		\$75.00	
24-Jun	R547673	Bus stop sign rental (McKercher/Tait) Inv #680590	\$141.75	x	6.75	\$135.00	
24-Jun	R547666	Saskatoon Diversity Network - Advertising for the Pride Guide	\$187.50	x		\$187.50	
07-Jul	R547692	Bus stop sign rental (McKercher/Tait) Inv #685642	\$141.75	x	6.75	\$135.00	
05-Aug	R553620	Bus stop sign rental (McKercher/Tait) Inv#690469	\$141.75	x	6.75	\$135.00	
04-Sep	R553650	Rosewood Community Association - Advertising	\$75.00	x		\$75.00	
16-Sep	R553661	Bus stop sign rental (McKercher/Tait) Inv#695342	\$141.75	x	6.75	\$135.00	
13-Oct	R553680	Bus stop sign rental (McKercher/Tait) Inv#700373	\$141.75	x	6.75	\$135.00	
12-Nov	R553716	Bus stop sign rental (McKercher/Tait) Inv#705351	\$141.75	x	6.75	\$135.00	
03-Dec	R553739	Bus stop sign rentals (McKercher/8th) Jan - Dec 2015	\$1,701.00	x	81.00	\$1,620.00	
04-Jan	R560131	Rosewood Community Association - Advertising	\$75.00	x		\$75.00	
Total - Councillor Paulsen							\$4,417.65
TOTAL							\$ 68,505.96

Communications Allowance - Mayor's Office (Staff)
January 1 - December 31, 2015

Travel Expenses for Conferences and Meetings		
Within Canada	\$ 8,635.65	
International	0	
Travel Total	\$ 8,635.65	
Miscellaneous Expenses		\$ 1,140.61
Advertising		
CTV	\$ 1,500.00	
Saskatoon Express	\$ 940.00	
Star Phoenix	\$ 6,490.60	
Advertising Total	\$ 8,930.60	
Car Allowance		\$ 4,806.00
Salary / Payroll Costs		\$ 91,373.75
Grand Total	\$ 114,886.61	

2015 Budget:	\$ 120,000.00
Total Spent:	\$ 114,886.61