



**PUBLIC AGENDA
STANDING POLICY COMMITTEE
ON PLANNING, DEVELOPMENT
AND COMMUNITY SERVICES**

Monday, January 30, 2017, 9:00 a.m.

Council Chamber, City Hall

Committee:

**Councillor D. Hill, Chair, Councillor B. Dubois, Vice-Chair, Councillor T. Davies, Councillor H. Gough,
Councillor Z. Jeffries, His Worship, Mayor C. Clark (Ex-Officio)**

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

Recommendation

That the agenda be confirmed as presented and that the speakers be heard.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of Regular Meeting of the Standing Policy Committee on Planning, Development and Community Services held on January 9, 2017 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 2016 Marr Residence Annual Report [File No. CK 430-60]

6 - 10

The 2016 Marr Residence Annual Report is provided.

Recommendation

That the 2016 Marr Residence Annual Report be received as

information and forwarded to City Council for information.

6.2.2 2016 Development Appeals Board Annual Report [File No. CK 430-30] 11 - 13

The 2016 Development Appeals Board Annual Report is provided.

Recommendation

That the 2016 Annual Report of the Development Appeals Board be received as information and forwarded to City Council for information.

6.2.3 Application for Funding Under the Heritage Conservation Program - Mann House - 1040 University Drive [File No. CK 710-65 and PL 907] 14 - 18

The Municipal Heritage Advisory Committee has considered and supports the recommendations outlined in the January 4, 2017 report of the General Manager, Community Services Department regarding the above funding application.

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That funding be approved, up to a maximum of \$4,753.88, through the Heritage Conservation Program for the repair of the main chimney at the Mann House located at 1040 University Drive;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement, under the Corporate Seal; and
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

6.3 Requests to Speak (new matters)

7. REPORTS FROM ADMINISTRATION

7.1 Delegated Authority Matters

7.1.1 Land Use Applications Received for the Period from December 14, 2016 to January 11, 2017 [File No. CK 4000-6 and PL 4350- 19 - 27]

1]

Recommendation

That the January 30, 2017 report of the General Manager, Community Services Department be received as information.

7.1.2 Review and Allocation of Cricket Fields - Khawaja Mustafa Rashid [File No. CK 5500-1 and RS 4133-5 (BF 030-16)] 28 - 44

Letters dated August 9, 2016, from Khawaja Mustafa Rashid and Sam Khan are attached.

Recommendation

That the January 30, 2017 report of the General Manager, Community Services Department be received as information.

7.1.3 Innovative Housing Incentives - Sasknative Rentals Inc. - 1106 Avenue W North [File No. CK 750-4 and PL 951-144] 45 - 51

Recommendation

1. That funding of 10% of the total capital cost towards the development of 23 affordable rental units at 1106 Avenue W North by Sasknative Rentals, to a maximum of \$276,000; be approved, subject to approval of this project under the Provincial Rental Development Program; and
2. That the City Solicitor be requested to prepare the necessary incentive agreements, and that His Worship the Mayor and the City Clerk be authorized to execute these agreements under the Corporate Seal.

7.2 Matters Requiring Direction

7.2.1 License Agreement Renewal - Shakespeare on the Saskatchewan Festival Inc. [File No. CK 4225-1, x5520-1 and RS 5520-5] 52 - 54

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the agreement between the City of Saskatoon and Shakespeare on the Saskatchewan Festival Inc. be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the appropriate

agreement under the Corporate Seal.

- 7.2.2 Bid to Host 2020 FCM Sustainable Communities Conference [File No. CK 1870-15, x155-2, x205-1 and CP 0174-007] 55 - 64**

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the Administration be directed to submit a proposal to host the 2020 Sustainable Communities Conference and Tradeshow organized by the Federation of Canadian Municipalities; and
2. That Profile Saskatoon funding of \$75,000 be approved for the event as an exception to Policy C03-007 – Special Events.

- 7.2.3 Saskatoon Housing Initiatives Partnership - Proposed Service Contract - Implementation of Saskatoon's Homelessness Action Plan [File No. CK 750-4 and PL 950-18] 65 - 161**

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the City of Saskatoon enter into a five-year service contract, beginning May 1, 2017, with the Saskatoon Housing Initiatives Partnership to implement Saskatoon's Homelessness Action Plan;
2. That the maximum amount of annual funding for this service contract be \$130,000; and
3. That the City Solicitor be requested to draft the necessary agreement with the Saskatoon Housing Initiatives Partnership, and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

- 7.2.4 Home Ice Campaign Committee and University of Saskatchewan - Proposal - Request for Additional Funding [File No. CK 500-1, x1702-1 and RS 500-1] 162 - 196**

A request to speak from the Home Ice Campaign Committee is provided.

A report of the General Manager, Community Services Department dated January 30, 2017 is also provided.

Recommendation

That the information be received.

- 7.2.5 Progress Update - South Caswell Redevelopment Project - Former Transit Facility Site [File No. CK 4110-43 and PL 4110-19-11 (BF No. 025-16)]** 197 - 201

Recommendation

That the report of the General Manager, Community Services Department, dated January 30, 2017, be forwarded to City Council for information.

- 7.2.6 Funding for Play Structures and Additional Park Costs at New School Sites [File No. CK 606-1, x4216-1, RS 606-8 and 4216-1]** 202 - 206

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That a portion of the contingency fund, up to a maximum of \$800,000, in Capital Project No. 1579 - Land Purchases - School Sites be allocated to share in the costs of providing play structures at each of the integrated school sites in the Hampton Village, Stonebridge, Evergreen, and Rosewood neighbourhoods, as outlined in the January 30, 2017 report of the General Manager, Community Services Department; and
2. That a portion of this same contingency fund, up to a maximum of \$400,000, be allocated, as outlined in this report, for the park landscaping and construction costs required to design and develop the integration of the neighbourhood park parcels with the school site parcels.

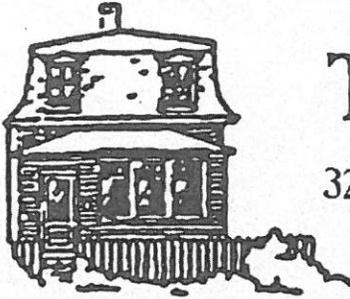
8. MOTIONS (notice previously given)

9. GIVING NOTICE

10. URGENT BUSINESS

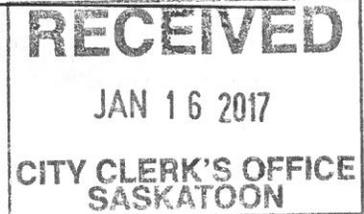
11. IN CAMERA SESSION (If Required)

12. ADJOURNMENT



The Marr Residence

326 11th Street East Saskatoon, Saskatchewan S7N 0E7



Marr Residence 2016 Annual Report

Submitted by the Marr Residence Management Board

Councillor Charlie Clark

Della Greer

Garth Cantrill

Andrew Whiting

David Hude

Dustin Crawford

Victoria Neufeldt

Fiona Boyko

Michael Boyko

Barb Lucas

City Council

Saskatoon Heritage Society

Nutana Community Association

Meewasin Valley Authority (till June)

Infrastructure Services Department

Member at Large

Member at Large

Member at Large

Member at Large

Recording Secretary

Introduction

The Marr Management Board respectfully submits to the City of Saskatoon it's Annual Report for 2016

The Marr Board mandate is to :

Maintain and enhance the historical integrity of the site

Provide public access

Develop programing which increases public awareness of Saskatoon's heritage

National Historical Designation

June 2016 say official notification of the Marr receiving National Heritage Designation . We look forward to the ceremony to unveil the National Designation plaque which will hopefully occur in 2017

Website

The website continues to be an effective means of getting The Marr and our programing noticed .

Facebook Page

Gives us positive results and will continue to be used.

Our School Tour Program continues to be popular and gives us the opportunity to educate our youth about our history. This year we have done 17 school tours for a total of 236 .

Through out the year we had a total of 954 visitors to the house, plus 90 guests for our presentation of John Huston's " A Christmas Carol " .

For a total of 1044 people.

We continue to do tours for many different groups.

Vandalism continues to happen. It is unpredictable and costly. I have had discussions with the Police Liaison for Nutana Collegiate We continue to have a Commissionaire on site at Halloween so that there is a presence. I am glad to say we had no issues this Halloween. I have also talked with the Executive Director of Interval House, who also have issues with security. We have agreed that we will look out for each other and report any concerns to the police.

A new Marr Brochure is complete . It contains new picture, a different lay-out and some new information. Many thanks to Victoria Neufeldt for completing this project

A special thanks goes to our gardeners, Jan Robbins and Marianne Amos for their hard work and dedication in keeping the Marr Garden so lovely. We also thank Jan Robbins for her hard work in keeping the snow cleared at the Marr during the winter.

There continue to be repairs required at the house. Discussions with David Hude from the City of Saskatoon keep these issues looked after.

The Marr Board would like to acknowledge all the volunteers who give countless hours towards presenting and making the Marr available to the public. I want to personally thank my Board members for their commitment to the Marr Board .

Programing and Special Events for 2016

- January - 3 The Saskatoon Heritage Society New Year's Levy**
- January 17 - Victorian Sewing - with Taran Meyer and Laura Hansen**
- February - 7 Heritage Festival at the Western Development Museum -**
Our display this year focussed on how people enterained
themselves during Saskatoons early years. Harmonicas , a guitar,
wooden spoons . cymbles , an Ambrola we some of the items presented
to be loked at and to trying out.
- February 21 - Victorian Sewing with Taren Meyer**
- March - 20 Victorian Sewing with Taran Meyer**
- April 15 Victorian Sewing with Taran Meyer**
- April 26 - Interview with SHAW " Go Saskatchewan "**
- May - 15 Planting Mini rose's and Open House**
- July - 3 Marr Summer Opening and Garden Concert by Anna Bekolay**
- July 10 String Art and Open House**
- July - 17 Vintage Games and Open House**
- July 24 Pioneer Games and Open House**
- July 31 Fourteenth Annual Rhubarb Festival and Open House**
- August 7 Open House**
- August 14 - Bobbin Lace Workshop and Open House**

August 21 - Antique Appraisal and Open House
August 28 - Concert In The Park and Open House

September 25 - Victorian Sewing with Taran Meyer

October 23 - Victorian Sewing with Taran Meyer

November 20 - Victorian Sewing with Taran Meyer

November 29 & 30 and December 1 & 2

John Huston Presents “A Christmas Carol “

On behalf of the Marr Board I would like to express our appreciation to the City of Saskatoon for their commitment and support in maintaining The Marr Residence making it accessible to the public. Because the Marr is open we had 1044 people from various places and countries, visit the house for our scheduled programming and tours.

I want to also acknowledge the contribution that Charlie Clark , as the City Council representative on the Marr Board, for his commitment to the Marr Board. I wish him congratulations on his election as Mayor of Saskatoon.

I look forward to working with our new City Council representative.

Respectfully Submitted by

Della Greer , Board Chair (dellagreer@gmail.com)

January 17, 2017

Secretary, Standing Policy Committee on
Planning, Development & Community Services

Re: **2016 Annual Report**
Saskatoon Development Appeals Board (DAB)

The Development Appeals Board is appointed by resolution of City Council and receives its authority from *The Planning and Development Act, 2007*. The Board operates as a quasi-judicial body which acts independently of City Council and its Administration.

The Board adjudicates appeals under the provisions of Sections 67, 86, 219, 228 and 242 of *The Planning and Development Act, 2007*. These sections of the *Act* provide a process for dealing with appeals related to minor variances, demolition control districts, architectural control districts, misapplication of the Zoning Bylaw in issuing a development permit, refusal to issue a development permit because it would contravene the Zoning Bylaw, refusal of subdivision applications and any of the conditions of a zoning order issued for a property.

2016 MEMBERSHIP

The Development Appeals Board consists of 5 members appointed by City Council. Members are appointed for two-year terms which are renewable up to six years. In the event that a member fails to complete his/her term, a replacement may be named to complete that term. New appointments are made by City Council upon resignation of a member and on expiration of the term of public appointments.

The following were Board members in 2016:

Mr. Asit Sarkar, Chair
Ms. Leanne DeLong, Vice-Chair
Ms. Lois Lamon
Ms. Tonii Lerat
Mr. Fred Sutter

In addition to the members, the Board received information from Ms. Paula Kotasek-Toth, Senior Planner, Planning & Development Division, Community Services Department and from Ms. Jo-Anne Richter, Manager, Business License & Bylaw Compliance, Community Standards Division, Community Services Department.

Administrative and City of Saskatoon staff support was provided by Ms. Debby Sackmann, Secretary (January – September 2016), Ms. Penny Walter, Secretary (September 2016 to Present), and Ms. Katherine Smytaniuk, City Clerk's Office.

MEETINGS

The Development Appeals Board meets approximately every two weeks, dependent upon appeals received.

REPORT

In 2016, 53 appeals were filed with the Development Appeals Board, an increase over 2015, when 46 appeals were received. The scope of appeals in 2016 focused on development or building permit refusals, with no real trend in issues emerging. The following is a breakdown of the 2016 appeals:

Order to Remedy Contravention (Total 10)

| | |
|-----------------|---|
| Granted: | 1 |
| Denied: | 1 |
| Time Extension: | 6 |
| Withdrawn: | |
| Complied: | 1 |
| Deferred: | 1 |

Refusal to Approve Subdivision Application (Total 0)

Refusal to Issue Sign Permit (Total 4)

| | |
|-----------------|---|
| Granted: | 1 |
| Denied: | 3 |
| Time Extension: | |
| Withdrawn: | |
| Rescinded: | |

Refusal to Issue Development/Building Permit (Total 39)

| | |
|------------|----|
| Granted: | 26 |
| Denied: | 9 |
| Withdrawn: | 3 |
| Complied: | 1 |

Of the 53 appeals filed with the Development Appeals Board, 4 have been appealed further to the Saskatchewan Municipal Board (SMB), Planning Appeals Committee, by the applicants or by persons affected by the DAB decision. The Planning Appeals Committee overturned the DAB decisions for DAB 4352-016-08 and DAB 4352-016-12 and upheld the City's Order to Remedy Contravention for DAB-4352-016-02. DAB 4352-016-42 has not yet been heard by the Committee.

The Development Appeals Board would like to express its appreciation to the Planning & Development Division and Community Standards Division, Community Services Department, for the thoroughness and comprehensive manner in which appeals are presented to the Board; and to the staff of the City Clerk's Office for the administrative support. Throughout the year, the Board has attempted to work within the confines of the rules and statutes by which it is governed, and at the same time hear Appellants with objectivity and provide the parties to the appeal with a written record, which includes the facts of the appeal and a decision, with clear and specific reasons for the decision.

The DAB wishes to thank the Mayor and members of City Council for the privilege of serving on the Board and the opportunity to provide a service to the community.

Yours truly,



Asit Sarkar
Board Chair, 2017

Application for Funding Under the Heritage Conservation Program – Mann House (1040 University Drive)

Recommendation

That this report be forwarded to the Standing Policy Committee on Planning, Development and Community Services with a recommendation to City Council:

1. That funding be approved, up to a maximum of \$4,753.88, through the Heritage Conservation Program for the repair of the main chimney at the Mann House located at 1040 University Drive;
2. That the City Solicitor be requested to prepare the appropriate agreement and that his Worship the Mayor and the City Clerk be authorized to execute the agreement, under the Corporate Seal;
3. That the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.

Topic and Purpose

The purpose of this report is to request funding, under the Heritage Conservation Program, for the Mann House located at 1040 University Drive.

Report Highlights

1. The Mann House is a Designated Municipal Heritage Property in the neighbourhood of Varsity View. The property is valued for its association with Owen Mann, a City Councillor with one of the longest tenures in Saskatoon's history.
2. At its November 2, 2016 meeting, the Municipal Heritage Advisory Committee (MHAC) approved a request from the current property owners of the Mann House to proceed with required repairs to the home's main brick chimney. MHAC was also notified that following permission to proceed with the proposed work, a request for funding would come forward at a later date.
3. The property owners are now requesting funding through the City of Saskatoon's (City) Heritage Conservation Program.

Strategic Goal

Under the City's Strategic Goal of Sustainable Growth, this report supports the preservation of the character of heritage buildings and historical landmarks.

Background

The Heritage Conservation Program, under Civic Heritage Policy No. C10-020, provides funding for designated Municipal Heritage Properties for the conservation and rehabilitation of the character-defining elements of a heritage property. Financial incentives include a grant for 50% of the eligible costs of a project to a maximum of \$150,000.

Application for Funding Under the Heritage Conservation Program – Mann House (1040 University Drive)

Report

Mann House

Located in the Varsity View neighbourhood at 1040 University Drive, the Mann House features a one-and-three-quarter-storey dwelling that was built in 1912. Designed by architect Norman Thompson, this house was once home to former City Councillor and University of Saskatchewan Engineering Professor, Owen Mann. Mann was known for his interest in civic infrastructure, careful city planning, and prudent spending. The residence was also home to Thomas A. Watson, who, in 1949, at the Saskatoon Cancer Clinic, became the first physician to use the Betatron X-ray to treat patients with late-stage cancer; and W. E. Walter, a special representative for the Canadian National Railway Immigration and Colonization Department. The Mann House was designated as a Municipal Heritage Property in 2016, under The Mann House Heritage Designation, 2016, Bylaw No. 9350.

Chimney Repair

The Mann House's main brick chimney requires repair and restoration work to ensure that this character-defining element is retained (see Attachment 1). At its meeting on November 2, 2016, MHAC provided approval for the property owners of the Mann House to proceed with the necessary repair and restoration of the chimney. MHAC was also made aware that a subsequent report regarding funding for this conservation project would be expected in early 2017.

Grant

Civic Heritage Policy No. C10-020 provides financial incentives in the form of a grant for 50% of the costs related to the restoration of architectural elements and renovations to meet building code requirements where it affects heritage elements of the building (up to a maximum of \$150,000 over a ten-year period). The maximum amortization period is ten years. Within a ten-year period, an owner may make more than one application, provided the total amount does not exceed \$150,000. This is the first application for incentives under the Heritage Conservation Program for the Mann House since its designation.

The estimated cost of the chimney repair for the Mann House is \$9,507.75 (see Attachment 2). The grant provides for 50% of the project's associated costs, which will amount to a maximum of \$4,753.88. The Administration is proposing that the value of the grant be paid over a two-year period, in equal amounts, following project completion.

Options to the Recommendation

The project qualifies for funding under Civic Heritage Policy No. C10-020; City Council could choose to deny the funding request.

Public and/or Stakeholder Involvement

There is no public/stakeholder involvement.

Application for Funding Under the Heritage Conservation Program – Mann House (1040 University Drive)

Financial Implications

The balance of the Heritage Reserve is \$124,834.71; \$42,222.81 of which is available for financial incentives under the Heritage Conservation Program. The grant will be funded through the Heritage Reserve and will not impact the funding of new or existing projects.

Other Considerations/Implications

There are no policy, environmental, privacy, or CPTED implications or considerations; a communication plan is not required at this time.

Due Date for Follow-up and/or Project Completion

The grant will be executed following the satisfactory completion of the project, as determined by the Director of Planning and Development, Community Services Department.

Public Notice

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

Attachment

1. Photographs of Chimney
2. Mann House - Cost Estimates

Report Approval

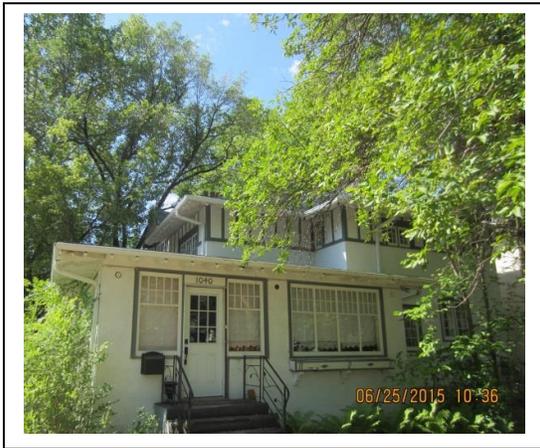
Written by: Catherine Kambeitz, Heritage and Design Coordinator, Planning and Development

Reviewed and

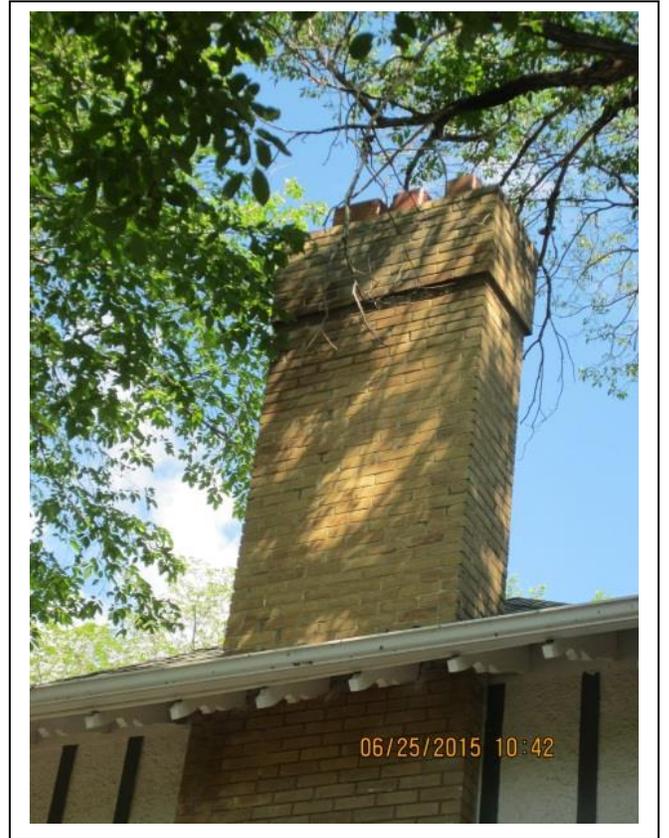
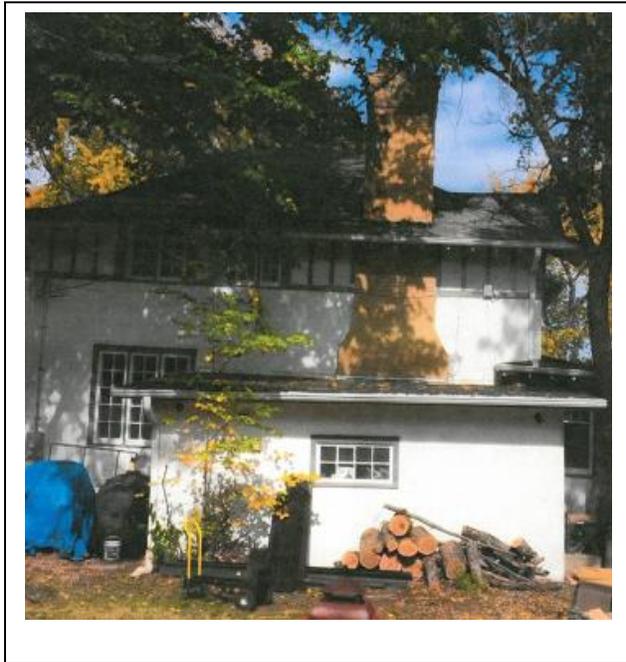
Approved by: Lesley Anderson, Acting General Manager, Community Services Department

S/Reports/2017/PD/MHAC – Application for Funding Under the Heritage Conservation Program – Mann House (1040 University Drive)/lc

Photographs of Chimney



North Façade
(University Drive)



Brick Chimney

Mann House – Cost Estimates

| Item | Description of Work | Materials and Labour | Total (including tax) |
|--|---|----------------------|-----------------------|
| Exterior Chimney Restoration and Repairs | <ul style="list-style-type: none"> • Re-laying the bricks that are loose (exterior only) and repointing brickwork on the main chimney; and • Installation of a chimney crown that is missing. | \$9,055.00 | \$9,507.75 |
| Total Costs | | | \$9,507.75 |
| City's Contribution (50% of Eligible Costs) | | | \$4,753.88 |

Land Use Applications Received for the Period from December 14, 2016 to January 11, 2017

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide detailed information on land use applications received by the Community Services Department for the period from December 14, 2016, to January 11, 2017.

Report

Each month, land use applications are received and processed by the Community Services Department; see Attachment 1 for a detailed description of these applications.

Public Notice

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-02, is not required.

Attachment

1. Land Use Applications

Report Approval

Reviewed by: Lesley Anderson, Director of Planning and Development

Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2017/PD/Land Use Apps/PDCS – Land Use Apps – January 30, 2017/ks

Land Use Applications Received for the Period from December 14, 2016 to January 11, 2017

The following applications have been received and are being processed:

Discretionary Use

- Application No. D1/17: 131 and 133 Avenue O South
Applicant: Stewart Property Holdings Ltd. and
Sanctum Care Group
Legal Description: Lots 8, 9, and 23, Block 32, Plan No. F5554,
Extension 41
Proposed Use: Boarding house for ten people
Current Zoning: R2 District
Neighbourhood: Pleasant Hill
Date Received: January 5, 2017

Subdivision

- Application No. 64/16: 307 – 108th Street West
Applicant: Webb Surveys for Stein Electric 2008 Ltd.
Legal Description: Lot 7, Block 7, Plan No. G773
Proposed Use: To create separate lots for a duplex under
construction
Current Zoning: R2
Neighbourhood: Sutherland
Date Received: December 7, 2016
- Application No. 65/16: 3803 Millar Avenue
Applicant: Webb Surveys for Matrix Equities Inc.
c/o Triovest
Legal Description: Part of Lot 1, Block 931, Plan No. 101932545
Proposed Use: To obtain approval for a long-term lease agreement
for a proposed restaurant
Current Zoning: IL1
Neighbourhood: Marquis Industrial
Date Received: December 20, 2016
- Application No. 66/16: 103, 107, 111, 119, 123, 127, 131, and 135
Nightingale Road
Applicant: Compass Geomatics for City of Saskatoon
Legal Description: Lots 1 to 9, Block 226, Plan No. 102183601
Proposed Use: Consolidation of nine lots to create a
multi-family site
Current Zoning: RMTN
Neighbourhood: Kensington
Date Received: November 29, 2016

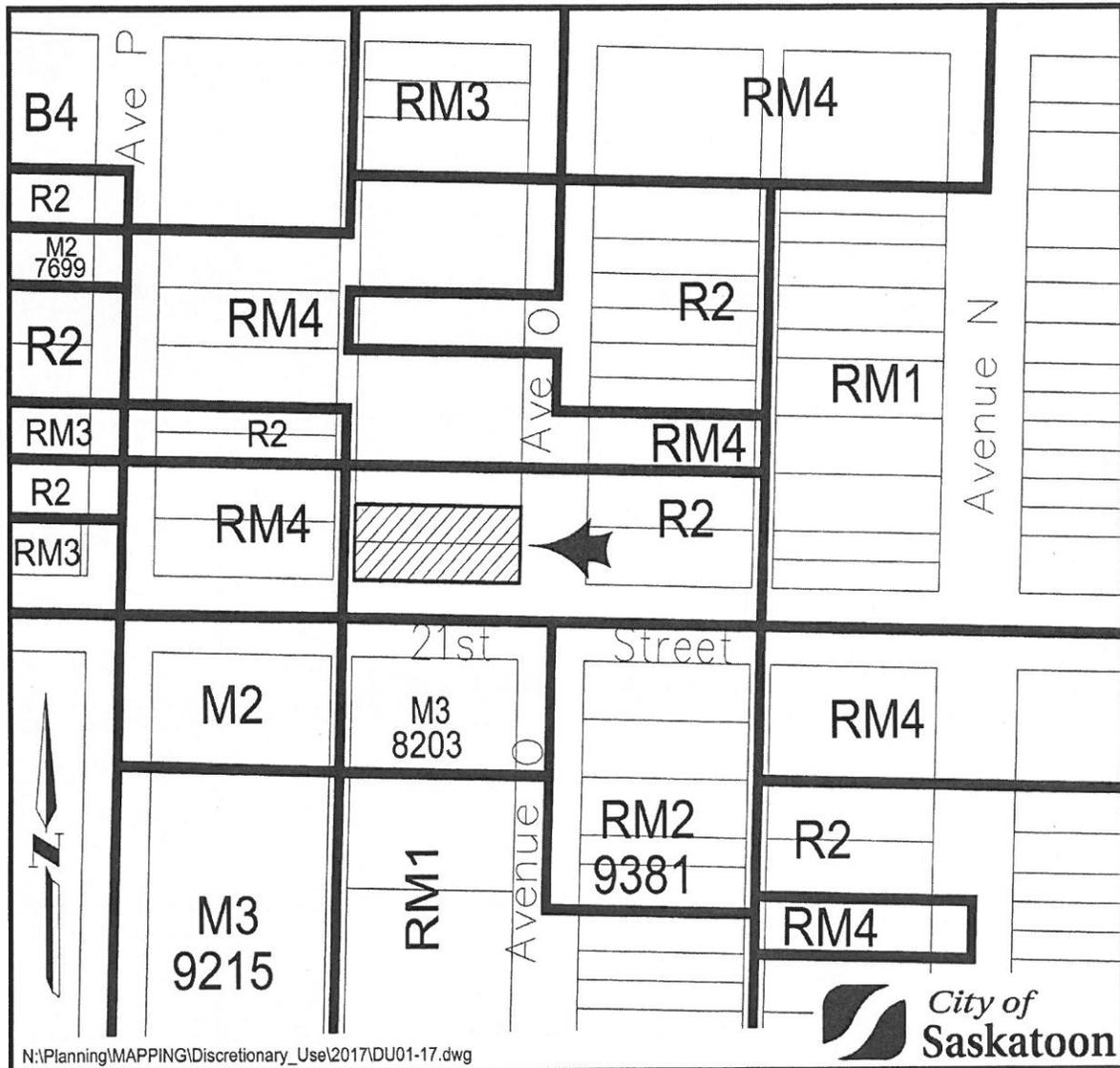
Subdivision

- Application No. 67/16: 1403 Prince of Wales Avenue
Applicant: Larson Surveys Ltd. for 607609 Sask. Ltd.
(Laterza Construction)
Legal Description: Lot 16, Block 2, Plan No. I196
Proposed Use: Two houses with separate titles
Current Zoning: R2
Neighbourhood: North Park
Date Received: December 23, 2016
- Application No. 1/17: Taylor Street East
Applicant: Meridian Surveys Ltd. for Casablanca Holdings Inc.
Legal Description: Part of NW ¼, 17-36-4 W3M
Proposed Use: Creation of a new parcel for condominiums
Current Zoning: RMTN
Neighbourhood: Rosewood
Date Received: January 3, 2017

Attachments

1. Plan of Proposed Discretionary Use No. D1/17
2. Plan of Proposed Subdivision No. 64/16
3. Plan of Proposed Subdivision No. 65/16
4. Plan of Proposed Subdivision No. 66/16
5. Plan of Proposed Subdivision No. 67/16
6. Plan of Proposed Subdivision No. 1/17

Plan of Proposed Discretionary Use No. D1/17



PLAN OF PROPOSED
SURFACE LEASE OF
PART OF
LOT 1, BLOCK 931,
PLAN NO 101932545
NE 1/4 SEC 21-37-5-3
3803 MILLAR AVENUE
SASKATOON, SASK.
SCALE 1:1000

Proposed Subdivision No. 65/16

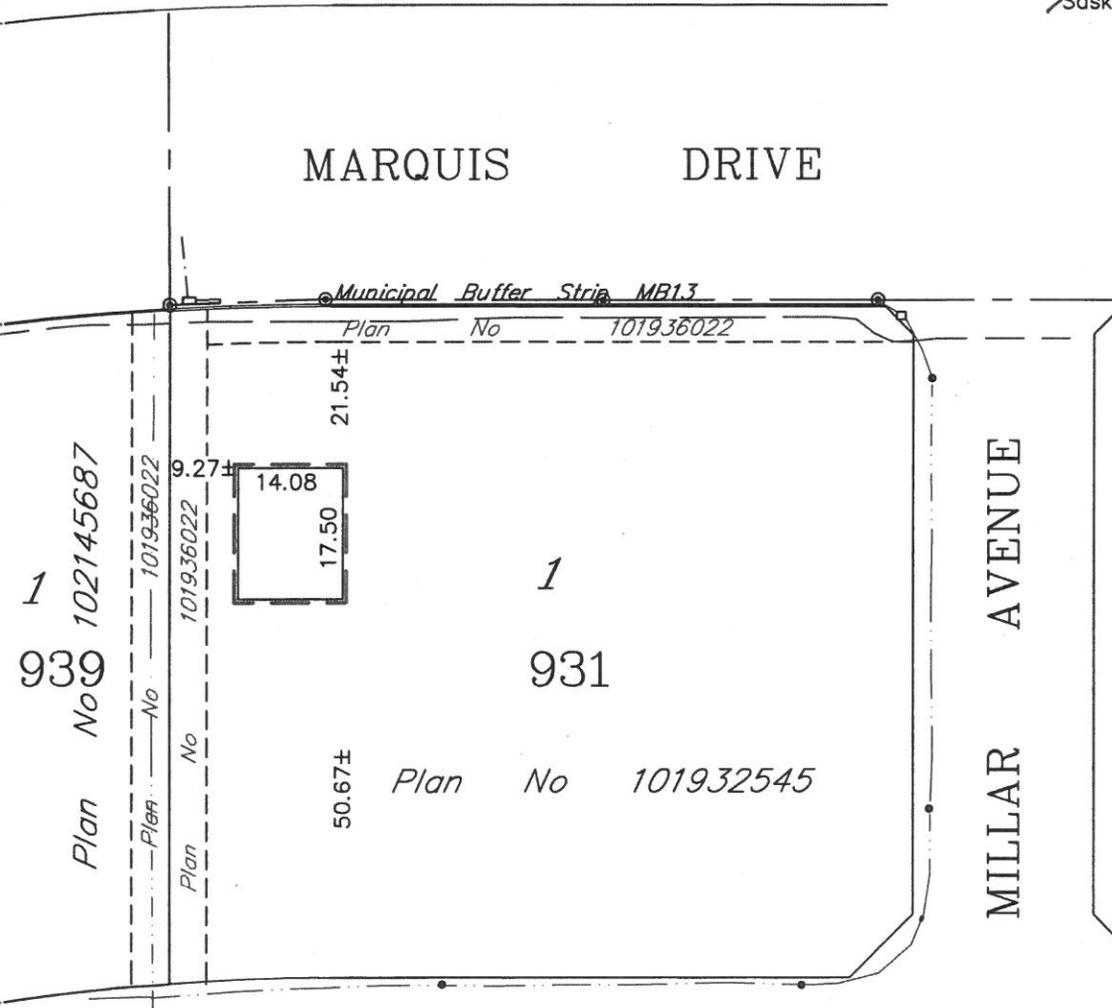
Dimensions
thereof.

Portion of this plan to be approved is outlined in red with a bold, dashed line and contains 246.4± sq m (2652± sq ft.).

Dimensions shown are approximate and may differ from the final plan of survey by 0.1± metres.


B.J. Luey November 8th, 2016
Saskatchewan Land Surveyor

Seal



- Buried Gas Line
- Buried Electrical Line
- Overhead Electrical Line
- Buried Phone Line

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

Date
Community Services Department

66TH STREET

MILLAR AVENUE

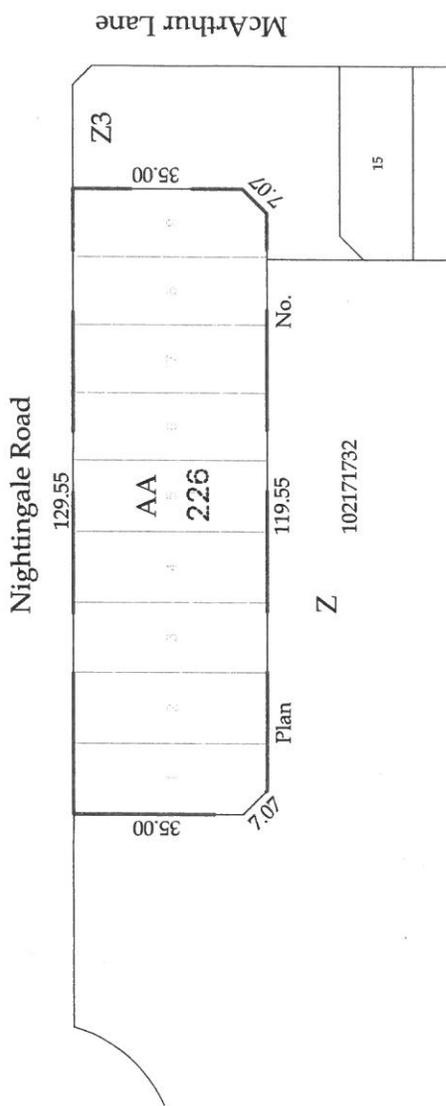
1
930
Plan No 101932545

Prepared by

Webb Surveys
16-3053st CAS

**PLAN SHOWING
PROPOSED CONSOLIDATION**

OF
 LOTS 1-9, BLOCK 226, PLAN NO. 102183601
 N.W.1/4 SEC. 35
 TWP. 36 RGE. 6 W.3 MER.
 CITY OF SASKATOON
 SASKATCHEWAN
 NOVEMBER, 2016
 SCALE 1:1000



Examined By: SASKATOON LAND

Developer _____ Date _____

Examined By: CITY OF SASKATOON

General Manager _____ Date _____
 Community Services Department

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



Dated at Regina in the Province of Saskatchewan
 This 28th day of November, 2016.

Blake Wahl
 Saskatchewan Land Surveyor



NOTES:
 MEASUREMENTS ARE IN METRES AND DECIMALS THEREOF.
 AREA TO BE APPROVED IS OUTLINED WITH A HEAVY DASHED LINE AND CONTAINS APPROXIMATELY 0.52 HECTARES.
 DIMENSIONS ARE APPROXIMATE AND ARE SUBJECT TO CHANGES UP TO ±10M AT THE TIME OF LEGAL SURVEY.
 PARCEL DIMENSIONS WILL NOT GO BELOW THE MINIMUM ALLOWED BY ZONING.

DISCLAIMER
 THIS PLAN REPRESENTS THE BEST INFORMATION AVAILABLE AT THE TIME OF SURVEY. COMPASS GEOMATICS LTD. ACCEPTS NO LIABILITY FOR THE LOCATION OF ANY UNDERGROUND PIPE FACILITIES, WHETHER SHOWN OR OMITTED FROM THE PLAN. UTILITY COMPANIES SASKPOWER, SASKENERGY, SASKTEL, AND SASKTEL CONTACTED PRIOR TO THE SURVEY FOR ANY INFORMATION ON UNDERGROUND FACILITIES. THAT INFORMATION IS SHOWN ON THIS PLAN HOWEVER AN ADDITIONAL SEARCH FOR MORE SPECIFIC BURIED FACILITIES MUST BE PERFORMED JUST PRIOR TO CONSTRUCTION. SASKATCHEWAN FIRST CALL 1-866-828-4

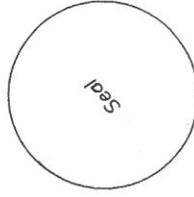
Saskatoon
 Plan of Proposed Subdivision
 of Lot 16, Block 2,
 Reg'd Plan No. 1196
 in the S.W. 1/4 Sec. 3,
 Twp. 37, Rge. 5, W.3 Mer.
 Saskatchewan
 by Howard A. Larson, S.L.S.
 2016

Scale 1:300

Measurements are in metres
 Area to be subdivided is outlined thus - - - - -

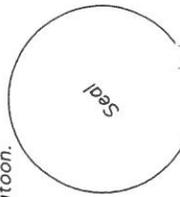
November 15, 2016

Howard A. Larson
 Saskatchewan Land Surveyor

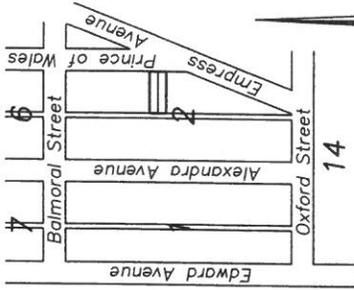


Approved under the provisions of Bylaw
 number 6537 of the City of Saskatoon.

Community Services Department



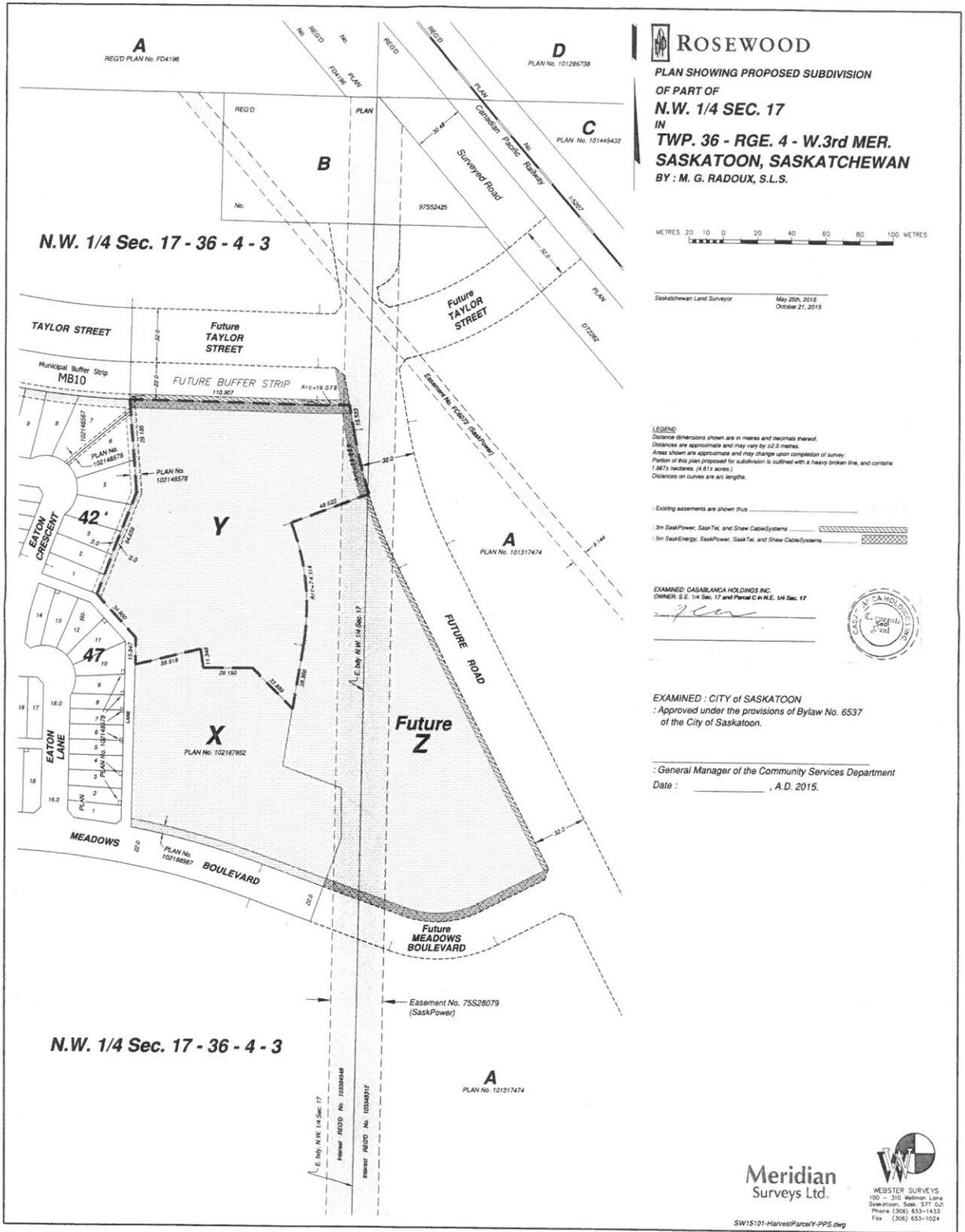
Larson Surveys Ltd., Sask



1403 Prince of Wales Avenue

| | | | |
|----------------|------|--|-------|
| Lot 7 Reg'd | 4.57 | Lot 14 Plan | 15.24 |
| Lot 6 | | Lot 15a Plan | 7.62 |
| | | No. 101928708 | 38.10 |
| Lot 5a | 2 | Lot 16a Reg'd | 7.62 |
| | | Existing buildings to be demolished | 7.62 |
| Lot 5 | | Lot 16b Plan | 38.10 |
| | | Lot 17 | 7.62 |
| Lot 4a No. | 4.57 | Lot 18 Plan | 1196 |

Empress Avenue



Review and Allocation of Cricket Fields – Khawaja Mustafa Rashid

Recommendation

That the information be received.

Topic and Purpose

This report provides a summary overview of the process for allocating all City-owned sport fields, including cricket fields.

Report Highlights

1. City-owned sport fields are allocated on an annual basis to user groups. Each year leagues and teams are required to submit their request for field bookings, and Administration reviews all requests and works to allocate the sport fields in as equitable manner as possible given the current demand and available sport fields.

Strategic Goal

Under the Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure existing and future sport fields and recreation facilities are accessible, physically and financially, to meet community needs.

Background

At its meeting on August 15, 2016, the Standing Policy Committee on Planning, Development and Community Services received correspondence and heard a presentation from Mr. Khawaja Mustafa Rashid regarding concerns about the allocation of cricket fields in 2016. The Committee resolved that the information be received and referred to the Administration for a review and report back to Committee.

Report

Allocation of Sport Fields

To accommodate the recreational needs of sport user groups, including minor and adult sport leagues, City-wide programs, and national and international competitions, the City of Saskatoon (City) offers over 300 sport fields in approximately 220 parks. This inventory includes one cricket field at the Forestry Farm Park and Zoo that has been allocated for many years, and includes a new cricket field in Pierre Radisson Park that was established in 2015/16 and will be available for allocation in 2017.

The process of allocating sport fields is similar for all available sport fields. A comprehensive information package on the allocation process for sport fields is included as Attachment 1. In general terms, the process for allocating sport fields involves the following:

1. Pre-season application packages are mailed out to all user groups (from the previous year) in early December, in the year preceding the bookings.
2. The deadline for applications is January 31st of the current year.
3. Booking applications are submitted for both tournament requests and regular league games and practices.
4. Applications received after the deadline are considered in the order that they are received, pending sport field availability.
5. Applications are booked accordingly, starting with tournaments, followed by minor sports leagues, adult leagues, and then all other requests.
6. All requests for sport fields, after the initial application process, are booked through the Allocations Office on a first come basis.

With each season of booking, the Administration works to first accommodate the booking requests of the leagues that have previously booked fields, and also has the responsibility to consider requests by new leagues as they become established in the community.

Other Considerations/Implications

There are no options, financial, environmental, policy, privacy, or CPTED implications or considerations; a communication plan is not required.

Due Date for Follow-up and/or Project Completion

There is no follow-up required from this report.

Public Notice

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

Attachment

1. Sport Field Information Guide

Report Approval

Written by: Lynne Lacroix, Director of Recreation and Community Development

Approved by: Randy Grauer, General Manager, Community Services Department

S:/Reports/2017/RCD/PDCS – Review and Allocation of Cricket Fields/dh



SPORT FIELD INFORMATION GUIDE

REVISED DECEMBER 2016

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Sport Field Information Guide

Introduction

The City of Saskatoon (City) offers over 300 sport fields in approximately 220 parks to accommodate the recreational of the sport user groups, including minor and adult sport leagues, City-wide programs; and national and international competitions. This information guide outlines how to apply and book a sport field and provides answers to frequently asked questions.

What is a Sport Field?

For the purpose of this guide, a sport field is the following:

- multipurpose field;
- baseball field;
- softball/slo-pitch field;
- tennis/pickleball court; and
- cricket ground.

The following are sport field related definitions outlined in Recreation Facilities and Parks Usage Bylaw, 1998 No. 7767. The bylaw states in part:

- (b) “Casual Use” means the occasional or irregular use of a recreation facility of park;
- (e) “Extended Event Use” means an activity or festival of a sporting, cultural, artistic or recreational nature which requires the use of all or a portion of a recreation Facility or park for a maximum of five consecutive days including set up and take down;
- (g) “Park” means Municipal Reserve or other lands maintained for recreational purposes, owned by the City and designated as one or more of the following:
 - (i) District Park;
 - (ii) Linear Park;
 - (iii) Multi-District Park;
 - (iv) Neighbourhood Park;
 - (v) Neighbourhood Pocket Park;
 - (vi) Riverbank Park; and
 - (vii) Special Use Park

Submission Timelines

Please note the following timelines. Requests that do not adhere to these timelines may not be approved.

| REQUIREMENT | DAYS PRIOR TO THE EVENT | INFORMATION GUIDE PAGE REFERENCE |
|---|-------------------------|----------------------------------|
| Tournament Application | January 31 deadline | 2 |
| Noise Bylaw Extension Requests | 60 | 10 |
| Certificate of Insurance | 30 | 4 |
| Book pre-event site meeting with parks staff | 21 | 5 |
| Copy of Special Occasions Permit to Saskatoon Police Service Special Duty Sargent | 14 | 7 |
| Signed contract and facility fee due | 7 | 2 |
| Pre event site meeting with Parks staff | 7 | 5 |
| Motor Vehicle in Parks Permit Request | 7 | 9 |
| Utility Line Marking | 3 | 11 |

Booking Process

Application

Pre-season application packages are mailed out in early December.

The deadline for applications is January 31st of the current season. Applications received after the deadline will be considered in the order that they are received, pending venue availability. If this date falls on a weekend, applications must be received on the previous business day.

Applications are booked in accordingly, starting with tournaments, followed by minor leagues, adult leagues, and then all other requests.

All requests for sport fields, after the initial application process, must be booked through the Allocations Office on a first come basis at: 306-975-3366.

Cancellation Policy

Cancellation less than seven (7) days prior to the usage date will result in forfeiture of the fee for the sport field(s).

Fees

The City of Saskatoon charge fields are based on a classification system. Fee schedules can be found at: <https://www.saskatoon.ca/parks-recreation-attractions/recreational-facilities-sportsfields/sport-fields>

For all charge fields, the user shall become liable for rental fees seven (7) days prior to usage, or when the contract is signed, if usage is less than seven (7) days from the date of the request.

All play on charge fields must be booked in by the Allocations Office and paid for prior to use. Failure to follow procedures could result in forfeiture of the entire contract and/or have an impact on future order of bookings in the following years.

A confirmation (deposit) fee is required for tournaments at the time of signing the contract and will be applied toward the rental fee. The total amount owing for the confirmation fee is indicated on the tournament's tentative schedule (listed under damage deposit) and is based on \$10 per diamond or field, per day.

Field Lining

The City of Saskatoon begins field markings for the perimeters and goal creases of soccer and football fields, as well as foul lines, for ball diamonds in mid April; subject to weather.

Do not mark fields that conflict with the existing Parks Division markings unless prior approval has been granted from the Recreation & Community Development Division.

It is up to the user group to continue lining the fields throughout the season as they see fit.

The use of herbicides or pesticides on sport fields is strictly prohibited, unless approved by the Parks Division, Community Services Department.

The use of "Round Up" mixed with line paint is strictly prohibited.

Users must call 306-975-2897 if field lines for football, soccer, etc. are required. Additional charges may apply.

First Booking Priority

Outlined in the Recreation Facilities and Parks Usage Bylaw, the allocation priorities for City of Saskatoon are as follows:

- 1) City of Saskatoon contractual obligations;
- 2) international events;
- 3) nationals events;
- 4) provincial events;

- 5) annual events;
- 6) seasonal users; and
- 7) all other users.

Minor groups will be booked prior to adult groups.

Inclement Weather Guidelines

The usage of sport fields when the turf is wet creates ruts, worn areas, and compacts the soil, which reduces turf grass growth (ex. goal mouth areas). This use results in long-term damage to the turf, which reduces the quality of the playing surface. These problems create unsafe playing conditions, impacts field availability, and cannot be corrected through the regular maintenance program.

During heavy rain or after a prolonged rain (ex. 6 to 8 hours plus), please discontinue play to reduce damage to the playing surface.

When deciding to use a field during or after inclement weather:

1. If there is standing water (ex. puddles) on the field – **do not use the field.**
2. If water squishes underneath one's feet when they walk on the turf – **do not use the field.**

The responsibility is on the user to assess field usage conditions prior to playing. All repair cost resulting from sport groups using wet fields **will** be charged directly to the offending team(s) or organization(s).

During league play, if games are rained out causing wet playing conditions, make-up games must be booked through the Allocations Office at 306-975-3366. League games do not receive a refund due to inclement weather cancellations.

The City of Saskatoon's Allocations Office requires written notification on any cancelled bookings due to weather conditions within 48 hours after the tournament. Failure to do so will result in forfeiture of the fee of the sport field(s).

Insurance

- The minimum requirement for liability insurance is \$2 million, and is required for all bookings. The City of Saskatoon reserves the right to request additional liability insurance. A copy of the user's liability insurance must be submitted to the Allocations Office prior to the release of the contract.
- If the event is serving or selling alcohol, the minimum requirement for general liability insurance is \$5 million, with host liquor endorsement. The City reserves the right to request additional general liability insurance (see the Alcohol Sales and Service section for more information).

Keys

Umea Vast Concession, William A. Reid Concession, and the Newsham Change room Facility require a key for admittance. Keys can be picked up at the Parks Administration Building, located at 1101 Avenue P North. Contact Asset and Financial Management at 306-975-2258 or 306-975-2983 to arrange pick up.

There is a \$100 charge if key is not returned or lost.

No Smoking Policy

As of January 1, 2016, changes to Smoking Control Bylaw, 2004 Bylaw No. 8286 prohibits smoking or vaping (including electronic cigarettes) in outdoor public spaces owned and operated by the City of Saskatoon, such as parks, playgrounds, sport fields, spray pads, outdoor and paddling pools, skateboard sites, golf courses, tennis courts, dogs parks, public squares, and areas around civic buildings.

As such, the user group agrees to take reasonable steps to ensure that there is no smoking within the park, and to advise the City of Saskatoon if there are any problems with respect to the observation of this policy.

A “No Smoking” bylaw sign has been placed at each sport field to ensure public awareness. Due to the size and nature of Saskatoon’s outdoor public spaces and parks, signage may not be available, but the bylaw is still in effect. Citizens wishing to make a bylaw complaint should contact Saskatoon Police at 306-975-8300.

Site Cleanliness

User groups are responsible for the use of garbage containers located adjacent to the playing fields.

Event organizers are responsible for the management of all garbage associated with the event. All garbage must be removed from the site at the end of the event. Any cleanup due to spillage or dumping (i.e. portable washrooms or cooking oil) may require environmental cleanup at the event organizers expense.

The City of Saskatoon has larger garbage containers (100 gal) available for use and are free of charge. These can be requested for the tournament on the application form.

Sport Field Monitors

A Sport Field Monitor’s role is to have a presence at charge sport fields during league and tournament play to assist with scheduling conflicts, maintenance issues, and any other questions or issues that arise outside of business hours.

Monitors primarily work seven (7) days per week, Monday to Thursday 5 to 9 p.m., Saturday, 10 a.m. to 6 p.m., and Sunday, 12 to 8 p.m. and can be reached at 306-657-8680.

Washroom Facilities - Seasonal

Seasonal washrooms are available from 8 a.m. to 10 p.m., from the May long weekend to the September long weekend at the following sites:

- 1) Nutana Kiwanis Park;
- 2) Umea Vast Park;
- 3) Diefenbaker Park;
- 4) Willilam A.Reid Park;
- 5) Kilburn Park; and
- 6) Cumberland Park.

Washrooms – Portable

Portable washrooms may be placed at locations that do not offer a washroom facility; however, this is the responsibility of the user group, if they deem it to be necessary.

Sites for portable washrooms are to be approved by Parks staff, preferably placed on a hard surface (i.e. parking lot, road edge) and not on turf.

Portable washrooms left on the site overnight must properly secured. Should a portable washroom become overturned, environmental cleanup is required by the tournament organizer and at their expense.

Portable washrooms are recommended for tournaments that are located at sport fields without washroom facilities. Portable washrooms are mandatory if the tournament involves liquor.

Portable washrooms must be removed from the site within 24 hours of the end of a tournament or next business day.

Tournament Organizer Responsibilities

Tournament Site Visit

Tournament organizers must arrange an on-site inspection (meeting), 21 days in advance, with Parks Division staff, one week prior to the occurrence of the tournament. The onsite meeting will review vehicle access, the site map, and available amenities. On-site inspection must take place 7 days in advance of tournament.

Please contact the appropriate Parks Turf Supervisor to make arrangements:

- 1) East Side Parks Turf Supervisor – 306-975-3396 or 306-975-3397
- 2) West Side Parks Turf Supervisor – 306-975-3301 or 306-371-7137

Event organizers may use tents and other temporary structures as part of their Tournaments. All tents or other structures requiring in ground stakes must have locations cleared by Sask1st for underground utilities and Parks for irrigation lines.

Please contact Sask1st, 72 hours prior to your event at: [1 \(888\) 828-4886](tel:18888284886) or visit www.saskfirstcall.com.

Permits

Tournament organizers are responsible for complying with all laws and regulations. The Recreation and Community Development Division will work with the organizers to determine which permits are required for the event.

Please note that many departments and regulators require 30 to 90 days to review applications before they can provide approvals.

Event organizers are responsible for charges and fees related to obtaining the necessary permits. The following permits may be required for the event:

- 1) Food and Beverage Permit;
- 2) Motor Vehicle in Parks Permit;
- 3) Noise Bylaw No.8244 Extension; and
- 4) Special Occasions Permit.

Tournament organizers can locate copies of permit applications at <https://www.saskatoon.ca/special-event-forms-permits>.

Tournament Logistics

Many tournaments occasionally require additional civic services. For additional information on Alcohol, Bleachers, Electricity, Tents and Temporary Structures and Special Event Policing please reference the City of Saskatoon Special Event Information Guide at www.saskatoon.ca/specialevents.

Barbeques

Propane barbeques are allowed in the City of Saskatoon's parks.

Food and Beverage (Concession)

If tournament organizers wish to provide a food and beverage service at a special event, a Temporary Food Permit may be required by the Saskatoon Health Region. This includes hamburger and hot dog sales for:

- 1) community associations;
- 2) service clubs;
- 3) multicultural associations;
- 4) churches;
- 5) sports teams;
- 6) recreation clubs; and
- 7) outdoor tournaments.

For more information to see if a Temporary Food Service Permit is required for the event, please contact the Saskatoon Health Region at 306-655-4605 or visit the website at: https://www.saskatoonhealthregion.ca/locations_services/Services/Health-Inspection/Pages/Temporary-Food-Event.aspx.

Motor Vehicles in Parks

The following guidelines apply to golf carts, gators, and all regular vehicles:

1. Event organizers are responsible for applying for a permit (no charge) 7 days in advance of the event.
2. The make, model, year, and license plate of all applicable vehicles must be submitted to the Open Space Consultant in order to receive a permit.
3. All golf carts, gators, and vehicles are required to have a permit.
4. Vehicle operators must clearly display the permit.
5. Only service vehicles transporting materials, or functioning as part of the program, are allowed in parks at any time.
6. Pedestrians have the right-of-way everywhere.
7. Drivers should make use of hard surfaces within the park and grass should be driven on as little as possible. Any restoration work due to turf rutting, or damage to irrigation systems will be charged to the event.
8. During set up and take down of an event, vehicles are to be used for loading and unloading only, and are not to be parked on site for the duration of the set up and take down.
9. During the event, on-site moving vehicles are limited to sanitation vehicles, emergency vehicles, and shuttle vehicles under the direct supervision of the organizer.
10. Unattended vehicles that are on site and not identified in the site map or with a permit are subject to ticketing and towing.
11. In wet conditions, all vehicles may be prohibited from driving on the grass. This includes delivery vehicles for stages, bleachers, tents, etc.

12. Additional direction provided by City staff is to be followed.

Those vehicles found driving or parking in parks without a permit will be penalized with a \$50.00 ticket.

Noise Guidelines and Bylaw

Tournament organizers are responsible for monitoring and controlling noise resulting from the event. The following guidelines are intended to assist organizers in ensuring the noise from the tournament does not intrude unreasonably on the public living in the area:

1. Tournament organizers shall designate a responsible individual who is available by phone on a 24-hour basis and who has the authority to respond appropriately to complaints regarding the event. The contact name, phone number, event name, dates, times, and location will be provided to any member of the public wishing to contact the event organizers directly.
2. Prior to the tournament, organizers will contact the community association and any business or resident within a two-block radius with the details of the event, including the date, time, and location of the event. The tournament organizer should inquire as to whether or not the association wishes an event representative to attend one of their regular business meetings to discuss any event issues that may affect residents. Please call 306-975-3378 for community association contact information.
3. If amplification equipment is used, noise levels should not exceed 105 decibels, measured 100 feet (30 m) from in front of the stage or location of the speaker system. A balanced range of sound to minimize base tones is required. Speaker systems are to be positioned in a manner that tilts them downward into the crowd attending the event versus projecting over the crowd and into park property. The onus is on the event organizer to monitor the sound level.
4. The tournament program should be scheduled to allow for times when there is no amplified sound. This will assist in alleviating complaints about incessant, repetitive noise.

Tournaments that occur outside Noise Bylaw No. 8244 (Noise Bylaw) hours require a Noise Bylaw Extension Request from City Council. Make the request at least 60 days prior to the event. Noise Bylaw hours are:

- Monday to Thursday from 11 a.m. to 9 p.m.;
- Friday and Saturday from 11 a.m. to 10 p.m.; and
- Sunday from 1 p.m. to 6 p.m.

The following information is to be included in the Noise Bylaw Extension Request:

- a) the event name, organizer contact information, date(s), and time(s);
- b) a sample of the flyer/poster that indicates the details of the event that organizers will share with the community association and any business or resident within a two-block radius, should an extension be approved; and
- c) the previous years and locations of the event.

Noise Bylaw Extension Requests can be submitted by:

- 1) mail to Office of the City Clerk
c/o City Hall
222 3rd Avenue North
Saskatoon SK S7K 0J5; or
- 2) email to city.clerks@saskatoon.ca.

For additional information or inquires regarding noise bylaw extension requests, please call 306-975-3240.

APPENDIX A: CONTACT LIST

For information on park availability and application inquiries, please contact the City Allocations Office at:

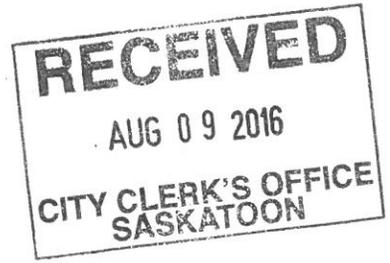
(306)-975-3366
allocations@saskatoon.ca

For all other tournament inquiries, please contact the Open Space Consultant at:

(306)-975-3342
Specialevents@saskatoon.ca

| | |
|--|----------------------------------|
| City Clerks – Noise Bylaw Inquiries | (306) 975-3240 |
| Community Association Liaison | (306) 975-3378 |
| Electricity | (306) 975-7900 |
| Field Lining or Charge Field issues (ie: grooming, drainage, home plates, pitching mounds) | (306) 975-2897 |
| Fire Department Prevention & Inspection Division | (306) 975-2578 |
| Keys | (306) 975-2258 or (306) 975-2983 |
| Parks Administration Building | (306) 975-3300 |
| Park Irrigation Problems (ie: leaks) | (306) 975-3303 |
| Park Irrigation Problems – After Hours (24hr) | (306) 975-2476 |
| Parks Turf Supervisor – East Side | (306) 975-3396 or (306) 975-3397 |
| Parks Turf Supervisor – West Side | (306) 975-3301 or (306) 371-7137 |
| SLGA Client Services | 1 (800) 667-7565 |
| Sask 1 st Call | 1 (866) 828-4886 |
| Saskatoon Health Region Food & Beverage | (306) 655-4605 |
| Sport Field Monitor | (306) 657-8680 |

5500-1



From: City Council
Sent: August 09, 2016 10:21 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Tuesday, August 9, 2016 - 10:20
Submitted by anonymous user: 216.174.134.2
Submitted values are:

Date: Tuesday, August 09, 2016
To: His Worship the Mayor and Members of City Council
First Name: Khawaja Mustafa
Last Name: Rashid
Address: 419 Wakabayashi Crescent
City: SASKATOON
Province: Saskatchewan
Postal Code: S7K 7L7
Email: info@cricketsaskatoon.com

Comments:
Dear His Worship the Mayor and Members of City Council,

I am writing this letter to raise the concern Saskatoon Cricket Association had with ground allocation in 2016 season. We have established a long working relationship with the city for organizing cricket in the city for youth and adults and worked closely to book city facilities to organize cricket league.

The Saskatoon Cricket Association is a non for profit organization established in 2002 to serve the community of Saskatoon and area to establish the sport of cricket. We never had issues with ground booking until 2016. As per agreement signed with the city in March 2016, we finalized schedule to run our league but city cancelled our contract to give half of our bookings at the Forestry Park cricket ground to a newly formed group in the city. This group incorporated on April 17, 2016 and demanded equal use of ground even though Saskatoon Cricket Association signed the agreement with the city for coming cricket season back in March 2016.

This group had no prior experience in running the league and just came to existence and city took half of our booking slots and handed to this group. We have no concern if another group in the city wants to organize cricket in the city but we have concern if city takes away our booking late in the season when we are ready to commence our league.

Two months later this new group dismantled. They started with 6 teams to organize cricket league and now left with only 2 teams with no league. The Saturday bookings which city granted to them at the Forestry Farm has not be used for at least last three week.

Saskatoon Cricket Association build the pitch at the Forestry Farm and now at Pierre Radisson park. All we are hoping for and requesting that the City to work with us for scheduling which should be done in advance (as we have done in the past) to avoid surprises just before start of season. I understand that the city has full right how to allocate city facilities but I am requesting to assess the eligibility of groups and understand if they are organized and well planned. May be a group has to be established for a year or two before request prime time slots (weekends). There are weekdays evening available

where they can get started. We only had one pitch in the city (Pierre Raddison was not ready this year) and we know everyone should have the opportunity to use the facility but some thought should be given before allocating significant booking time which now is wasted. We are unable to use ground on Saturdays as the field is still booked for this new group and they are not using it.

The president of Saskatchewan Cricket Association and I (President of Saskatoon Cricket Association) would like to speak with His Worship the Mayor and Members of City Council to discuss our situation. I will appreciate for a time slot at the next council meeting in the afternoon on August 15, 2016.

Regards

Khawaja Mustafa Rashid
President
Saskatoon Cricket Association

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/112045>



From: City Council
Sent: August 09, 2016 3:29 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Tuesday, August 9, 2016 - 15:29
Submitted by anonymous user: 73.106.73.137
Submitted values are:

Date: Tuesday, August 09, 2016
To: His Worship the Mayor and Members of City Council
First Name: Sam
Last Name: Khan
Address: McCombie Crescent
City: Regina
Province: Saskatchewan
Postal Code: S4W 0B2
Email: saskcricketassociation@gmail.com

Comments:
Dear

Council committee

SCA representative would like to discuss issue of forestry park booking handled this year in a standing committee. We like to get full undersranding from city of saskatoon about their signed valid contracts with Cricket Saskatoon and their investment on saskatoon pitches .

We would like to know why city of sasktoon treating differently cricket Saskatoon and Saskatchewan cricket association or this is a norm and apply on all other sports organizations registered in Saskatoon .

Thanks

Sam khan
President SCA
306 535 4648

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/112112>

Innovative Housing Incentives – Sasknative Rentals Inc. – 1106 Avenue W North

Recommendation

1. That funding of 10% of the total capital cost towards the development of 23 affordable rental units at 1106 Avenue W North by Sasknative Rentals, to a maximum of \$276,000; be approved, subject to approval of this project under the Provincial Rental Development Program;
2. That the City Solicitor be requested to prepare the necessary incentive agreements, and that His Worship the Mayor and the City Clerk be authorized to execute these agreements under the Corporate Seal.

Topic and Purpose

The purpose of this report is to recommend that financial incentives be provided to Sasknative Rentals for the provision of supportive rental housing for low-income individuals.

Report Highlights

1. Sasknative Rentals (SNR) is renovating a 23-unit apartment building for use as supportive rental housing for tenants with complex needs, subject to the securing of funding from additional sources.
2. SNR will provide a variety of support services to their tenants.
3. The project qualifies for a capital grant from the City of Saskatoon (City).
4. SNR is working to secure financial assistance from various sources.

Strategic Goal

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

Background

At its November 30, 2016 meeting, City Council set the 2017 target for the 2013 – 2022 Housing Business Plan at 400 units across the attainable housing continuum, of which 30 units are targeted to be affordable rental units. At the same meeting, City Council allocated funding of \$390,000 in support of these 30 affordable rental units.

Report

Proposal from SNR

On December 16, 2016, the Planning and Development Division received an application from SNR for financial assistance to purchase and renovate a 23-unit apartment building at 1106 Avenue W North, in the Massey Place neighbourhood, to be used as

supportive rental housing for low-income households with complex housing needs (see Attachments 1 & 2).

SNR Offers a Variety of Support Services for Tenants

The building was identified, in part, because of its proximity to support services for tenants. SNR aims to ensure that tenants have all the support services they need in order to stay housed. SNR will designate units to be occupied based on referrals from the Saskatoon Indian and Métis Friendship Centre (SIMFC) Housing First and Rapid Re-Housing programs, which are funded by the federal government's Homelessness Partnering Strategy.

The support services provided will be administered by a centralized intake worker, who will conduct intake assessments, and by case management workers, who will develop individual case management plans. Case coordination and management is individualized and may include addiction counselling, mental health support, parenting support, life skills, and providing the necessary referrals to specialists and other health care providers. SIMFC support services will also include access to existing SIMFC programming, consisting of family support, recreational, cultural, family violence workers, family workers, youth programming, and cultural programming.

Capital Grant for the Affordable Rental Units

The 23 affordable rental units will qualify for capital funding from the City under Innovative Housing Incentives Policy No. C09-002 (Policy). The application for financial assistance from SNR has been evaluated by the Neighbourhood Planning Section, using the capital grant evaluation matrix, and has achieved the maximum ten points, which equates to a capital grant of 10% of the total project cost. A 10% capital grant is estimated at \$296,077; however, the Innovative Housing Incentives Policy has a maximum limit of \$12,000 per unit. Therefore, the maximum capital grant allowed for this project is \$276,000. A copy of the evaluation matrix has been provided in Attachment 3.

The Corporate Revenue Division has determined that the renovation will not result in a significant change in property taxes; therefore, the project is not eligible for an abatement of incremental property taxes.

Funding Commitments from Other Sources

SNR is working to secure funding from the Saskatchewan Housing Corporation, under their Rental Development Program, in the amount of \$1,723,257. SNR has also been approved for a mortgage with Conexus Credit Union for \$512,610, and will use their own funding to cover the remaining balance of \$408,909.

Options to the Recommendations

City Council could choose to not provide financial incentives for this project; however, choosing this option would represent a departure from the Policy. In this case, further direction would be required.

Financial Implications

The funding source for the capital grant of \$276,000 is the Affordable Housing Reserve. There is \$390,000 available in the Affordable Housing Reserve for capital grants to be used toward affordable housing projects in 2017. If the grant for this project is approved, there will be \$114,000 remaining to support further affordable housing projects in 2017.

Public and/or Stakeholder Involvement

Public consultation is not required for this project.

Communication Plan

SNR will plan an official opening ceremony, in conjunction with funding partners, when construction is ready to proceed. The City’s contribution to this project will be acknowledged at that time.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

This project is scheduled to be complete and ready for occupancy by March 2017.

Public Notice

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

Attachments

1. Site Location of Project Within Massey Place Neighbourhood
2. Exterior of 1106 Avenue W North
3. Point System, Project Evaluation, Innovative Housing Incentive Program – Capital Grant Project Evaluation Matrix.

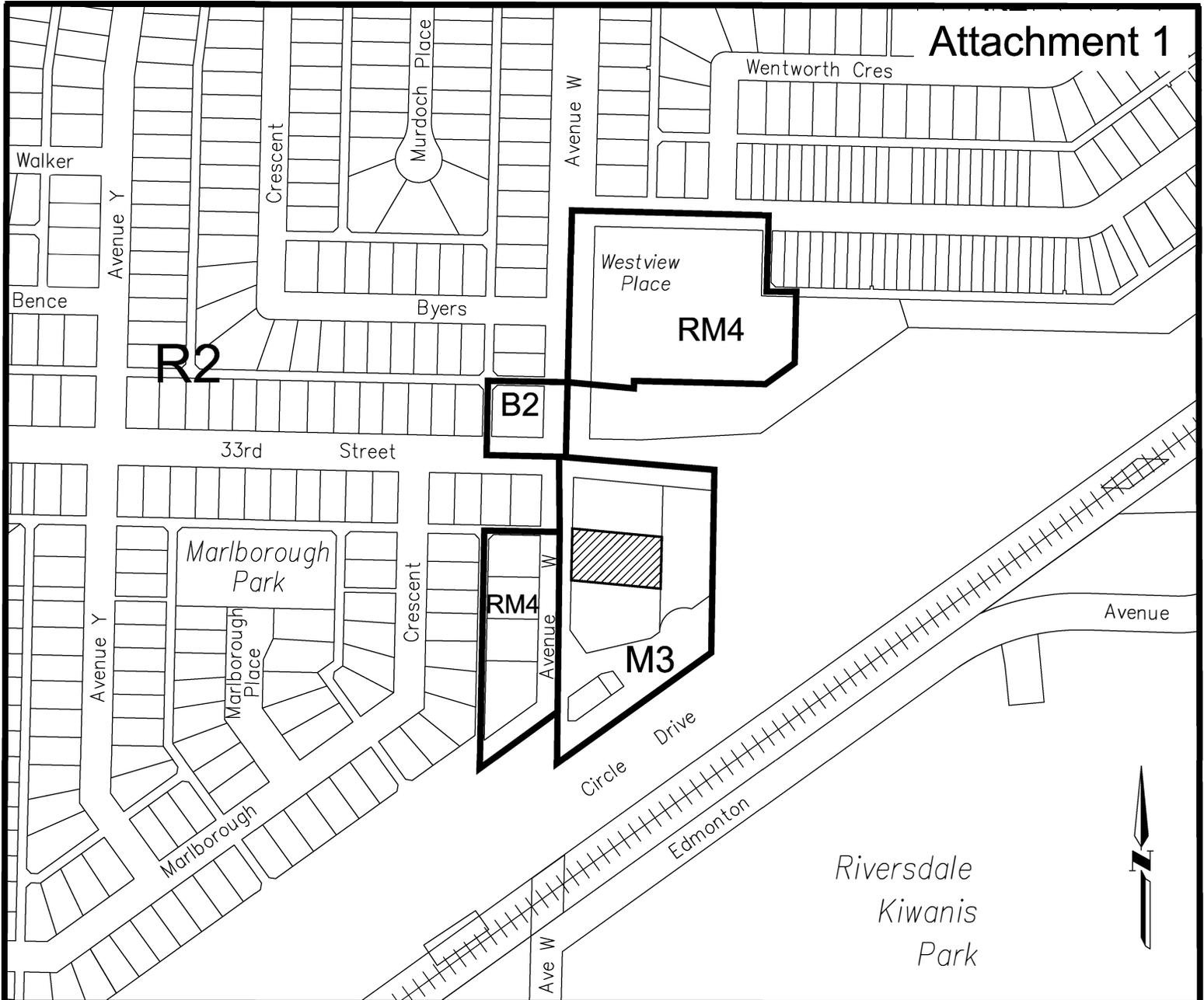
Report Approval

Written by: Michele Garcea, Planner, Planning and Development
Reviewed by: Lesley Anderson, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

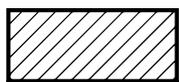
S/Reports/2017/PD/PDCS – Innovative Housing Incentives – Sasknative Rentals – 1106 Avenue W North/gs

FINAL/APPROVED – R. Grauer January 15, 2017

Site Location of Project within Massey Place Neighbourhood



Location Plan



Project Location

Exterior of 1106 Avenue W North



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

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

The program offers a base level of municipal support equal to 3% of the total capital costs. The capital grant can be increased to a maximum of up to 10% of the total capital cost of affordable housing projects. Grants are calculated on a points system matrix, with extra points assigned for each housing priority addressed within the City's Housing Business Plan.

Below is the point evaluation score for the project located at 1106 Avenue W North, as well as the corresponding capital grant percent.

| Proponent | Project Location | Date Application Received | Date Application Evaluated |
|---|--|----------------------------------|-----------------------------------|
| Sasknative Rentals. | 1106 Avenue W North | December 16, 2016 | December 19, 2016 |
| Housing Business Plan Priority | Criteria | Possible Points % | Points Earned |
| Base Grant | Projects must serve households below the provincial SHIMs. | 3 | 3 |
| Leveraging Funding from Senior Levels of Government | Secured funding from federal or provincial government under an eligible grant program. | 2 | 2 |
| Significant Private Partnership | There is a significant donation (at least 10% in-kind or donation) from a private donor, faith group, or service club. | 1 | 1 |
| Accessible Housing | At least 5% of units meet the barrier-free standards. | 1 | 0 |
| Neighbourhood Revitalization | Project improves neighbourhood by: a) renovating or removing rundown buildings; and/or b) developing a vacant or brownfield site. | 1 | 0 |
| | | 1 | 0 |
| Mixed Tenure Development | The project has a mix of affordable/market units, or a mix of rental/ownership. | 1 | 0 |
| Safe and Secure Housing | The landlord is committed to: a) obtaining Crime-Free Multi-Housing certification for the project, and/or b) incorporating CPTED principles into design. | 1 | 1 |
| | | 1 | 0 |

| Housing Business Plan Priority | Criteria | Possible Points % | Points Earned |
|--|---|--------------------------|--|
| Supportive Housing | The proposal includes ongoing support services for residents for assistance in staying housed, such as drug and alcohol free, cultural supports, elements of Housing First. | 1 | 1 |
| Meets Specific Identified Housing Need | Project meets an identified housing need from a recent study, such as: a) homelessness; b) large family housing (three bedrooms or more); c) accommodation for students; and d) Aboriginal housing. | 2 | 2 |
| Innovative Housing | Project uses innovative design, construction technique, materials, or energy-saving features. | 1 | 0 |
| Innovative Tenure | Innovative Housing tenures, such as Rent to Own, Life Lease, Land Trust, Sweat Equity, Co-op Housing, or Co-Housing. | 1 | 0 |
| Notes: | | | Total Points and Capital Grant Percent Earned |
| | | | 10 Points = 10% Capital Grant |

License Agreement Renewal – Shakespeare on the Saskatchewan Festival Inc.

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the agreement between the City of Saskatoon and Shakespeare on the Saskatchewan Festival Inc. be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the appropriate agreement under the Corporate Seal.

Topic and Purpose

The Administration is requesting approval of a License Agreement with Shakespeare on the Saskatchewan Festival Inc. for a five-year term, with a letter of renewal option for an additional five years.

Report Highlights

1. This report requests approval of a license agreement between Shakespeare on the Saskatchewan Festival Inc. (Shakespeare) and the City of Saskatoon (City), for a five-year term, with the option for an additional five-year renewal,

Strategic Goal

Under the Strategic Goal of Quality of Life, the recommendations of this report support the long-term strategy of ensuring that existing, and future, leisure centres as well as other recreational facilities are accessible, physically and financially, and meet community needs.

Background

Shakespeare, founded in 1985, performs annual summer Shakespeare theatre productions in the park along the South Saskatchewan River. In 1991, (then Nightcap Productions) they began leasing the snow dump site between the Mendel Art Gallery and 25th Street, which provided a suitable location for outdoor staging. Shakespeare operates beneath two temporary tents; a mainstage tent and an additional tent for accompanying activities such as medieval feasts, workshops, tours, art displays, and a free community stage. Under the mainstage tent, two Shakespeare theatre productions are performed, annually, between July and mid-August. They also operate Sir Toby's Tavern and Riverside Deck which is Saskatoon's only riverside tavern.

Report

Terms of Agreement

Shakespeare provides summer theatre productions in a designated location along the South Saskatchewan River. In previous years the License Agreement between the City and Shakespeare was renewed yearly for the festival term of May 1 to August 31. The most recent Agreement expired August 31, 2016.

The key terms of this License Agreement include:

1. The City agrees to allow Shakespeare to use the site from May 1 to August 31 (the “Festival Term”) each year, for five years, with the option of an additional five-year renewal, for the purpose of producing a theatre program and related activities, and will not use this site for any other purpose without first obtaining the consent, in writing, from the City.
2. The City will be responsible for providing access to the site during the Festival Term.
3. Alterations will not be made to the site nor will any structures be erected without written consent of the City, aside from structures agreed upon in the lease.
4. Alterations will not be made to the site nor will any structures be erected without written consent of the City, aside from structures agreed upon in the license.
5. Shakespeare is responsible for keeping the site free of litter and in sanitary condition during the festival term. They are also responsible to maintain walkways and pathways on the site during the Festival Term, and ensure there is adequate lighting, signage, or fencing to suitably address pedestrian or patron safety.

Options to the Recommendation

An option would be to not approve the License Agreement or the terms of the License Agreement as outlined in this report. In this case, Administration would require further direction.

Public and/or Stakeholder Involvement

Shakespeare has been involved in the process of drafting the terms and is in agreement to all terms and conditions.

Meewasin Valley Authority supports the City in renewing this agreement with Shakespeare for the Festival Term, for an additional five years, with the option of an additional five-year renewal

Other Considerations/Implications

There are no policy, financial, environmental, privacy, or CPTED implications or considerations; a communication plan is not required at this time.

Due Date for Follow-up and/or Project Completion

No follow up is required at this time.

Public Notice

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

Report Approval

Written by: Lindsay Cockrum, Open Space Consultant, Recreation and Community Development Division

Reviewed by: Lynne Lacroix, Director of Recreation and Community Development

Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2016/RCD/License Agreement Renewal – Shakespeare on the Saskatchewan Festival Inc./gs

FINAL/APPROVED – R. Grauer – January 15, 2017

Bid to Host 2020 FCM Sustainable Communities Conference

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the Administration be directed to submit a proposal to host the 2020 Sustainable Communities Conference and Tradeshow organized by the Federation of Canadian Municipalities; and
2. That Profile Saskatoon funding of \$75,000 be approved for the event as an exception to Policy C03-007 – Special Events.

Topic and Purpose

It is proposed that the City of Saskatoon (City) submit a proposal to host the 2020 Federation of Canadian Municipalities (FCM) Sustainable Communities Conference and Tradeshow to attract over 400 leaders in sustainable municipal practices.

Report Highlights

1. FCM organizes a Sustainable Communities Conference and Tradeshow every two years to bring together municipal leaders, federal government elected officials, and decision makers from across Canada to discuss success and innovation related to sustainability and climate change adaptation.
2. Hosting the Sustainable Communities Conference is an opportunity to attract more than 400 leaders to Saskatoon while giving profile to Saskatoon's municipal commitment to sustainable practices as demonstrated by:
 - the newly-adopted Growth Plan to Half a Million;
 - signing the Covenant of Mayors to commit to climate change mitigation and adaptation;
 - joining the National Zero Waste Council; and
 - establishing a Storm Water Utility.
3. In 2013, \$100,000 was allocated from the Special Event Reserve under the Profile Saskatoon event category to host the 2015 FCM Sustainable Communities conference, which was never used. The bid to host the event in 2020 will require only \$75,000, however, the conference does not qualify under current program evaluation criteria, meaning an exception to Policy C03-007 is needed to provide funding for this event.

Strategic Goal

The report supports the four-year priorities and long term strategies related to the Strategic Goal of Environmental Leadership.

Background

On February 11, 2013, City Council approved submitting a proposal to host the 2015 FCM Sustainable Communities Conference and Tradeshow and approved \$100,000 to be set aside under the Profile Saskatoon event category based on the Special Event

Reserve sufficiency provided at that time. The City submitted a bid to FCM; however, Saskatoon was not selected as the host City.

Report

The FCM Sustainable Communities Conference and Tradeshow is focused on sustainability and climate adaptation for municipal governments in Canada. The event attracts over 400 delegates, up to 40 exhibitors, senior federal government elected officials, and decision makers from across Canada. The event provides an opportunity for municipal leaders to learn from colleagues and experts and share their own knowledge and experiences related to sustainable community development. The event will also generate significant economic benefit and profile for Saskatoon. Starting in 2018, FCM will hold this conference every second year in different locations across Canada.

Hosting the Sustainable Communities Conference and Tradeshow is an opportunity to attract more than 400 leaders to Saskatoon while giving profile to Saskatoon's municipal commitment to sustainable practices. The City has demonstrated its commitment to Environmental Leadership through initiatives such as:

- the newly-adopted Growth Plan to Half a Million;
- signing the Covenant of Mayors to commit to climate change mitigation and adaptation;
- joining the National Zero Waste Council; and
- establishing a Storm Water Utility.

As Host City, Saskatoon will showcase a variety of municipal initiatives related to sustainable land-use and transportation, waste reduction and diversion, energy and climate, and environmental protection. Highlights of a few of the City's sustainability initiatives that would be included in a conference bid are described in Attachment 1. Study Tours form an important component of the program and will be centered around these sustainability initiatives; some suggested Study Tours are available in Attachment 2.

The primary responsibility for the delivery and planning of the event lies with FCM staff; however, a local organizing committee will be formed to work closely with FCM on specific Host City responsibilities, including:

- provide morning breakfasts to delegates, host a Mayor's Welcome Reception, and hold a Closing Luncheon with keynote speaker;
- securing facilities, accommodations, and transportation;
- developing and hosting study tours;
- developing and managing a budget, including securing sponsorship and grants;
- managing staff and volunteers, including bilingual services for sessions and tours;
- ensuring the conference is a carbon neutral and zero waste event.

The conference is tentatively booked for September 28 thru October 1, 2020 at TCU Place. Tentative holds have also been placed on hotel rooms during this period. The conference bid is due on February 10, 2017.

The proposed conference dates are identified by FCM. It should be noted that this date falls during the period just prior to the civic election in October 2020.

Public and/or Stakeholder Involvement

Tourism Saskatoon and TCU Place are working in partnership with the City to develop this bid.

Communication Plan

A communication plan will be developed, in conjunction with FCM and other partners, if a proposal is submitted and successful.

Policy Implications

Profile Saskatoon is a program within the Major Special Events grant. Profile Saskatoon is intended to support significant conferences and events that can provide a lasting legacy to the community and fund events that put the city in a position of prominence as a destination location attracting national media attention and exposure within a specific industry.

City Council Policy C03-007 – Special Events gives the Administration and an appointed adjudication committee the authority to review, adjudicate, and award Profile Saskatoon Grants up to 25% of eligible expenses to a maximum of \$50,000. Anything over this amount requires a report to the Standing Policy Committee on Planning, Development and Community Services. Using current processes for evaluation, this event would only be eligible for \$25,000 to \$50,000.

Financial Implications

The host community is expected to contribute financially to the event by agreeing to accept a modest portion of the conference costs, as shown in the attached budget (Attachment 3). Costs to the City are estimated at \$139,000, with \$64,000 covered by contributions from registration and sponsorship. FCM funding of approximately \$86.00 per participant is available to the City to help cover costs. Tourism Saskatoon has also confirmed sponsorship of approximately \$10,000. Additional sponsorship will be required to offset the total cost; to assist in achieving the sponsorship target, a number of organizations and businesses will be approached.

The Administration is recommending that \$75,000 from the Special Event Reserve under the Profile Saskatoon event category be set aside for the 2020 FCM Sustainable Communities Conference. There is currently sufficient funding available in the reserve to accommodate this request as the 2017 opening balance is \$981,139, with funding requests for other events totalling \$85,500. The annual contribution to this reserve is \$250,000.

Environmental Implications

In the event a proposal is submitted and successful, environmental and greenhouse gas implications will be reported in detail in the conference summary report. FCM requests that Sustainable Communities Conferences be carbon-neutral events.

Other Considerations/Implications

There are no privacy or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

If a proposal is submitted and accepted, a follow up with additional conference details will be provided to the Standing Policy Committee on Environment, Utilities and Corporate Services prior to finalization of the event itinerary.

Public Notice

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

Attachments

1. City of Saskatoon Sustainability Initiatives
2. Suggested Study Tours
3. Draft Budget

Report Approval

Written by: Amber Weckworth, Manager of Education & Environmental Performance

Reviewed by: Brenda Wallace, Director of Environmental & Corporate Initiatives
Randy Grauer, General Manager, Community Services Department
Lynne Lacroix, Director of Recreation and Community Development, Community Services Department

Approved by: Catherine Gryba, General Manager, Corporate Performance Department

Saskatoon's Sustainability Initiatives

Sustainable Land-Use and Transportation Initiatives

- Growth Plan to Half a Million
 - Strategic Infill plans for North Downtown, University lands, City Centre, and River Landing
 - Corridor Growth (includes Complete Streets policy, plans for 8th Street, Preston Avenue, 22nd Street, Idylwyld Drive, Holmwood Suburban Centre and Confederation Suburban Centre)
 - Bus Rapid Transit plan, Transit service enhancements (including customer service and priority treatments)
 - Road Network enhancements including a core area bridge
- Neighbourhood Infill Development Strategy
- Employment Areas Study
- Active Transportation Plan
- Transportation Demand Management Plan
- Community Gardens and Regional Food Strategy
- Local Area Plan recommendations

Waste Diversion (Integrated Waste Management) Initiatives

- Saskatoon Waste Characterization Study
- Waste Diversion Plan
- Curbside Recycling (delivered by Loraas Recycle)
- Multi-Unit Recycling (delivered by Cosmopolitan Industries Ltd.)
- Recycling Depots
- Public Space Recycling
- Drop-off Compost Depot sites
- Green Cart program
- Household Hazardous Waste Days program
- Recovery Park
- Mandatory Paper and Cardboard recycling (landfill ban)
- Civic recycling
- Waste Education (includes annual Collection Calendar, Rolling Education Unit, Home Compost education program, and marketing initiatives with recycling contractors)
- Saskatoon Curbside Swap

Energy and Climate Initiatives

- Climate Change Adaptation Plan
- Saskatoon Greenhouse Gas Emissions Inventory
- Climate Change Mitigation Plan
- Solar Strategy

- Civic water and energy reduction initiatives (includes Energy Performance Contracting, Water Conservation, Energy Management program, and advisory services in planning new facilities)
- Civic green energy initiatives (includes Green Energy Park, solar panels on pools, and Combined Heat and Power (CHP) installations)

Environmental Protection Initiatives

- Source Control Programs and regulation of sanitary sewer use
- Lead Service Line replacements and Corrosion Control program
- Brownfield Renewal Strategy and Soils Handling Strategy
- Green Infrastructure Strategy (includes Wetlands Policy implementation, Natural Area Strategy, Stormwater Management Plan, and Natural Capital Asset Valuation)
- Participation in regional air quality management through Air Zone
- Participation in regional water management through Watershed
- Civic spill response
- Sustainable Procurement and contractor guidelines
- Civic advisory services (includes education and training of civic staff, project advisory and review, City regulatory reporting, Landfill soil acceptance, and environmental records management)
- Environmental Education initiatives (includes Student Action for a Sustainable Future program, Healthy Yards campaign, etc.)
- Environmental Cash Grant

Suggested Study Tours

Meewasin Valley Authority: This outdoor tour will showcase the work of Meewasin at their Beaver Creek location. The Meewasin Valley Authority (Meewasin) is dedicated to conserving the natural and cultural heritage resources of the South Saskatchewan River Valley in Saskatoon and area. Their current projects include expanding the network of trails along the riverbank, addressing fragmentation of habitat and ecological degradation, controlling invasive species, and ensuring a healthy vegetated buffer on the river shore protects citizens' source of drinking water. Meewasin undertakes its programs and projects with support from the City of Saskatoon, University of Saskatchewan, and Province of Saskatchewan.

Northeast Swale: Spanning 26 kilometres and covering 2,800 hectares, the Northeast Swale is one of the largest pieces of unbroken prairie in the Saskatoon region. It contains patches of rare fescue and a diverse network of wetlands. The 300 hectares that fall within Saskatoon's city limits are bordered on the east and south by the communities of Aspen Ridge and Evergreen. This walking tour will explore the site and include discussions on the Northeast Swale Masterplan, Wetlands Policy and Development Guidelines, and Saskatoon's Residential Landscape Guidelines for neighbourhoods bordering natural areas.

Sustainability in Our Core Communities: This tour will explore a number of different initiatives taking place in our core neighbourhoods:

- The City of Saskatoon's Vacant Lot and Adaptive Re-use Incentive Program is designed to encourage development on existing vacant or brownfield sites, as well as the re-use of vacant buildings, in core areas of the city. The tour will showcase some of the projects that have received support from the City of Saskatoon's incentive program.
- The Pleasant Hill Revitalization Project is a reinvestment project focused on housing, education, community space, and green space. Participants will visit the area, which features a school, a senior's complex, a park, and over 30 residential and commercial properties.
- The North Downtown Redevelopment Project is designed to enhance the sustainability of Saskatoon's core by reclaiming the land where City yard facilities operated until early 2017. The project will include the removal/remediation of contaminated soil; innovative commercial and residential spaces; and features to encourage sustainable lifestyles through energy efficiency, decreased vehicle use, and a balanced mix of residential and work spaces.

Riverfront Restoration: This walking tour will focus on sustainable land-use, restoration, and the environmental and social features of the River Landing site. The project has focused on cleaning up contamination from the former A.L. Cole power plant, working closely with the Riversdale Business Improvement District, and including developments such as: a new park, the conversion of an old electrical building into a farmers' market and business centre, a live performance theatre, the newly constructed Remai Art Gallery, and a riverfront spray park that is focused on water-efficiency and

water quality. The area is also home to many of the City of Saskatoon's Placemaker public art installations, as well as a number of public festivals and street fairs. River Landing is a great example of how integrating environmental and community features can create a destination-site for residents and visitors alike.

Sustainable Gardening and Saskatoon's Food System: The Healthy Yards initiative is a collaboration between the City of Saskatoon and community partners to offers resources and programming that encourage sustainable yard and gardening practices. Participants will receive a tour of the Healthy Yards YXE Demonstration Garden, as well as learn about Saskatoon's Compost Coach program, Be Water Wise incentives, storm water management initiatives, Boulevard Gardening Guidelines, Master Naturalists program, and partnership with the Saskatoon Food Policy Council.

Civic Operations Centre and Green Energy Park: The Civic Operations Centre is home to Saskatoon Transit and the City's first Snow Management Facility. Participants will receive a tour of Saskatoon Transit's LEED facility, which has indoor storage for 224 buses and will accommodate the fleet expansion expected over the next 10 to 15 years. Participants will also visit the Snow Management Facility, which runs melt water through an oil and grit separator and into a storm water pond. The melt water then goes through a series of specially designed baffle curtains before being discharged in a controlled fashion into the storm water system. Participants will also have the opportunity to view the first segments of Saskatoon's new Bus Rapid Transit system.

Next door, the Green Energy Park at the Landfill will include two active power generation projects: (1) Landfill Gas; and (2) Community Solar Power Pilot. Since 2014, the Landfill Gas Collection and Power Generation System has been producing enough energy to power 1,300 homes, creating approximately \$1.3 million in annual revenue for the City from the sale of power and improving air quality while reducing odours from the Landfill. The Saskatoon Solar Power Demonstration Site is a collaboration between Saskatoon Light and Power, the SES Solar Co-operative, Saskatchewan Polytechnic, and the Saskatchewan Environmental Society. The site consists of four different ground-mounted solar panel arrays including two stationary and two automatic sun-tracking arrays. 92 solar panels have the capacity to generate 30.66 kW of power.

Green Buildings: This tour will focus on several green buildings and unique environmental features. The City of Saskatoon is currently engaging an Energy Services Company (ESCO) in an Energy Performance Contract (EPC) for civic facilities. Participants will view completed projects, as well as initiatives that are underway. Participants will also learn about incentives for homeowners, including Saskatoon Light & Power's net metering program.

Waste Management Solutions: Participants will visit the Saskatoon Regional Waste Management Centre to learn about Saskatoon's Landfill operations, Eco Centre, and landfill gas system.. Tour participants will also explore Recovery Park, a facility which will provide recycling and waste diversion opportunities to help the City of Saskatoon

achieve its 70% waste diversion target. The tour will end by visiting the City of Saskatoon's compost depot to hear about Saskatoon's organics programs.

Recycling Facilities: Saskatoon provides a number of recycling opportunities for residents and businesses. This tour will explore the Material Recovery Facility (MRF) and education room of Saskatoon's curbside service provider (Loraas), as well as SARCAN's facilities, Saskatchewan's province-wide association for beverage container, paint and electronics recycling. SARCAN employs people of all abilities, and, with over 600 staff, is one of the largest affirmative employers in Canada.

Wastewater Treatment Plant: The City of Saskatoon is known for its early implementation of advanced wastewater treatment in Canada. It has operated the sanitary sewer collection system and Wastewater Treatment Plant since 1971 and was one of the first municipalities to implement Biological Nutrient Removal. The City of Saskatoon was also the first to implement a commercial venture utilizing excess phosphorous and nitrogen from treated wastewater streams to create fertilizer pellets for agricultural use. Creating this highly pure, slow-release fertilizer (Crystal Green®) provides the City with a cost-effective and environmental solution to removing polluting nutrients from the Waste Water Treatment Plant's liquid wastewater stream and helps the plant deal with operational issues caused by struvite build up.

2020 FCM Sustainable Communities' Budget

| Revenue | Budget |
|---|------------------|
| FCM Contribution (\$86.00/delegate for 400 delegates) | \$34,000 |
| City of Saskatoon Contribution | \$75,000 |
| Sponsorship | \$20,000 |
| Tourism Saskatoon Sponsorship | \$10,000 |
| TOTAL REVENUE | \$139,000 |
| | |
| Expenses | |
| Mayor's Reception | \$24,000 |
| Conference Coordinator | \$20,000 |
| Venue (TCU) and AV | FCM Covers Cost |
| Closing Luncheon and Keynote Speaker | \$18,000 |
| Breakfasts | \$36,000 |
| Lunches and Suppers | FCM Covers Cost |
| Event Signage | \$2,500 |
| Bilingual Services | FCM Covers Cost |
| Study Tours | \$2,500 |
| Transportation | \$22,000 |
| Volunteers / Staff Support | \$2,000 |
| Companion Events | Cost Recovery |
| Carbon Offset | \$3,000 |
| Misc. / Contingency | \$6,000 |
| Taxes | \$3,000 |
| TOTAL EXPENSES | \$139,000 |

Saskatoon Housing Initiatives Partnership – Proposed Service Contract – Implementation of Saskatoon’s Homelessness Action Plan

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the City of Saskatoon enter into a five-year service contract, beginning May 1, 2017, with the Saskatoon Housing Initiatives Partnership to implement Saskatoon’s Homelessness Action Plan;
2. That the maximum amount of annual funding for this service contract be \$130,000; and
3. That the City Solicitor be requested to draft the necessary agreement with the Saskatoon Housing Initiatives Partnership, and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to recommend the creation of a service contract with Saskatoon Housing Initiatives Partnership to implement Saskatoon’s Homelessness Action Plan.

Report Highlights

1. Homelessness is growing in Saskatoon, and a coordinated response is needed.
2. A community-initiated Homelessness Action Plan has been created.
3. A broad-based community steering committee has chosen Saskatoon Housing Initiatives Partnership (SHIP) to implement Saskatoon’s Homelessness Action Plan (Action Plan).
4. A new service contract is proposed to support the cost of implementing the Action Plan.

Strategic Goal

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

Background

At its March 21, 2011 meeting, City Council approved a service agreement with SHIP for a five-year term. Annual funding of \$100,000 from the Affordable Housing Reserve has been provided to SHIP. In return, SHIP has helped support the goal of facilitating the creation of at least 100 affordable housing units every year in Saskatoon.

On March 21, 2016, City Council approved the 2016 annual report on the 2013 - 2022 Housing Business Plan, which reported that SHIP and the United Way of Saskatoon and Area were drafting a new unified Action Plan to end homelessness (formerly called the Community Action Plan). The Administration was tasked with bringing forth a report recommending that the service contract with SHIP be amended to focus resources on implementing the new Action Plan.

At its August 18, 2016 meeting, City Council approved a recommendation to extend the existing service contract with SHIP for six months, ending April 30, 2017. The purpose of the extension was to allow SHIP time to transition the focus of its work from the creation of affordable housing to implementing the homelessness Action Plan.

Report

Homelessness is Growing in Saskatoon and a Coordinated Response is Needed

Homelessness has been increasing in Saskatoon over the past number of years due to a variety of factors, including population growth, increased housing costs, and a shortage of specialized housing and support systems. The last point-in-time count in 2015 identified 450 individuals who were homeless, up from 379 in 2012, and 260 in 2008.

A number of Saskatoon agencies, shelters, and housing providers have been working to address the immediate needs of homeless people. Additionally, there has been moderate success in moving people off the street and into permanent housing through Housing First, Rapid Re-Housing, and other programs that provide both housing and the supports needed to stay housed.

However, a coordinated response to homelessness is needed. Consultations with governments, community agencies, businesses, and those with a “lived experience” of being homeless have confirmed that there are gaps in service and that further collaboration will be required to begin reducing the number of homeless people in the city.

A Community-Initiated Homelessness Action Plan Has Been Created

In late 2014, a steering committee, with members from the United Way Plan to End Homelessness Leadership Committee, SHIP, and the Community Advisory Board on Saskatoon Homelessness, was formed to plan for a coordinated response. The result of the steering committee’s work was the creation of the Action Plan (see Attachment 1), which was launched at Saskatoon’s National Housing Day Conference on November 22, 2016.

The vision of the Action Plan is that “Homelessness in Saskatoon is rare, brief, and does not reoccur.” The Action Plan focuses on four key areas: System Coordination and Innovation; Strengthening Housing Placement and Support Programs; Prevention; and the Solution to Homelessness is Housing.

SHIP will Take the Lead in Implementing the Action Plan

The steering committee, on behalf of the wider community, identified SHIP as the most appropriate lead agency in the implementation of the Action Plan. SHIP has been administering the federal Homelessness Partnering Strategy since 2012. SHIP is well suited to this role and has established relationships with the local agencies that are delivering services to the homeless. The board of directors of SHIP will be expanded to ensure that all relevant stakeholders are represented.

As lead agency, SHIP will facilitate meetings, provide staff support to committees and action teams, help develop and enhance programs, research solutions, evaluate and report on progress, foster collective action, and ensure that the Action Plan is implemented.

A New Service Contract is Proposed to Implement the Action Plan

SHIP has submitted a proposal entitled Fostering Collective Action: Solutions to Homelessness and Affordable Housing in Saskatoon (see Attachment 2) and is requesting that the City fund the implementation of the Action Plan over the next five years. The Administration is recommending that the City accept SHIP’s proposal and enter into a new service contract for the five-year period from May 1, 2017, to April 30, 2022. Remuneration will be to a maximum of \$130,000 per year.

Annual contract deliverables are listed in the proposal and will include: project development assistance for 35 units, a homelessness report card, a conference on homelessness and affordable housing, support for the Cold Weather Strategy Team, and facilitation of collective action teams. In the first year, SHIP will draft research papers on housing inventory, waiting lists, city-wide data gathering, and homeless prevention in Saskatoon. SHIP will also facilitate access to training for homeless service providers.

SHIP will provide an annual report to City Council, outlining progress made in the previous year and proposing specific deliverables for the coming year.

Options to the Recommendation

City Council could choose to not enter into a new service contract with SHIP. This would result in the Action Plan not being implemented at this time.

Financial Implications

Entering into a new service contract with SHIP would require annual funding of \$130,000. The source of the funding would be the Affordable Housing Reserve. Funding for the first year of this contract was allocated by City Council at the Business Plan and Budget Review meeting held on November 30, 2016.

Public and/or Stakeholder Involvement

Extensive stakeholder consultation has occurred over the past few years. A summary of the consultation that supported the creation of the Action Plan is found on page 42 of the Action Plan (see Attachment 1).

Other Considerations/Implications

There are no policy, environmental, privacy, or CPTED implications or considerations; a communication plan is not required at this time.

Due Date for Follow-up and/or Project Completion

Upon City Council approval, the first annual report from SHIP, outlining progress made on implementing the Action Plan, will be presented to City Council in the summer of 2018.

Public Notice

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

Attachments

1. Saskatoon’s Homelessness Action Plan
2. Fostering Collective Action: Solutions to Homelessness and Affordable Housing in Saskatoon

Report Approval

Written by: Daryl Sexsmith, Housing Analyst, Planning and Development
Reviewed by: Lesley Anderson, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2017/PD/PDCS – SHIP – Proposed Service Contract – Implementation of Saskatoon’s Homelessness Action Plan/ks

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Executive Summary

A message from the Saskatoon Homelessness Action Plan Steering Committee

Over the past three decades, homelessness has increased in Saskatoon. Government and non-profit organizations have developed emergency services to ensure immediate safety, but a systematic response has been missing. The community has demanded that we do better. We listened and we have acted.

In late 2014, the United Way Plan to End Homelessness (P2EH) Leadership Committee, the Saskatoon Housing Initiatives Partnership (SHIP), and the Community Advisory Board on Saskatoon Homelessness (CAB-SH) formed a Steering Committee to discuss the best way to create a coordinated approach to addressing homelessness in Saskatoon. It was agreed that an updated plan, based on recent community consultations and lessons learned from new initiatives would be developed, and that a leadership model focusing on results and community impact be established.

Since the consultations, many new efforts are already underway and are having an impact on homelessness in Saskatoon. But there is much more to do. With this in mind, we have integrated the community's recommendations to create an ambitious five-year plan that will turn vision into action. The responsibility of leading the Homelessness Action Plan will be undertaken by the Saskatoon Housing Initiatives Partnership (SHIP). To implement the Action Plan, SHIP will review its mandate, its bylaws, and expand its Board in 2016 to be more representative of a community committed to addressing homelessness. SHIP's functions and activities will also expand. As a lead agency, they will facilitate meetings, provide staff support to committees and action teams, help develop new and enhance existing programs, research solutions, evaluate and report on progress, foster collective action and ensure that the actions set out in this plan are undertaken.

This Action Plan is the result of a concerted effort to honour the passion and voice of the community. Based on multiple consultations over the past three years and building upon the existing collaborative efforts already underway, we are confident this plan will create positive change. This will be achieved by improving coordination, ensuring the service and housing infrastructure is meeting the needs of people at-risk or experiencing homelessness, and evaluating progress to make continuous improvements to our homeless serving system.

It is essential that we coordinate and co-operate effectively to meet the needs of people experiencing or at-risk of homelessness.

Together, we will make sure that homelessness in Saskatoon is rare, brief, and does not reoccur.

Saskatoon Homelessness Action Plan Steering Committee

| | | |
|---|---|---|
| CeCe Baptiste <i>United Way P2EH Committee</i> | Grant McGrath <i>United Way P2EH Committee</i> | Judy Shum <i>United Way Dir. Community Impact</i> |
| Jo-Ann Coleman Pidskalny <i>CAB-SH Board Member</i> | Dionne Miazdyck-Shield* <i>SHIP Manager of Community Dev.</i> | Sandra Stack <i>Friendship Inn</i> |
| Barb Cox-Lloyd <i>SHIP Board Member</i> | Shan Landry <i>United Way Staff</i> | Tyler Stewart <i>SHIP Board President</i> |
| Shaun Dyck* <i>SHIP Executive Director</i> | Ray Neale <i>CAB-SH Board Member</i> | Lesley Anderson / Alan Wallace <i>City of Saskatoon</i> |
| Paul Gauthier <i>United Way P2EH Committee</i> | Myra Potter <i>United Way Exec. Director (ret.)</i> | Don Windels <i>SHIP Board Member</i> |

* - Principal Authors

The Saskatoon Homelessness Action Plan focuses on four key areas with specific actions and goals to help reach our vision that homelessness in Saskatoon is rare, brief, and does not reoccur.

1. System Coordination and Innovation

Improving service coordination will result in access to the right support at the right time. By promoting collaboration, service providers will benefit from knowing that the services they cannot provide may be provided by a partnering agency. Communicating challenges will expose service gaps that require innovative solutions to help end homelessness individuals and families.

Year 1

- Review availability of housing and support services to assess system capacity, ease of access and service gaps baseline
- Expand the mandate of the Saskatoon Housing Initiatives Partnership as the agency leading the coordination, collaboration, research and evaluation efforts detailed in this Action Plan
- Develop and regularly engage Collective Action Teams supporting solutions to homelessness
- Evaluate city-wide data gathering ability and facilitate adoption of tools to improve decision making and performance for clients
- Develop a Communications Plan that
 - facilitates discussions that develop solutions
 - spreads knowledge on the state of and solutions to homelessness
 - celebrates achievements in Saskatoon

Year 2 – 5

- Develop a cost analysis and investment plan driven by results of system capacity evaluation
- Release a report card that charts progress
- Work with service and housing providers to analyze and improve information gathering and performance evaluation
- System and Capacity Evaluation (Year 3)

2. Strengthening Housing Placement and Support Programs

Addressing homelessness will be achieved by expanding housing placement and support programs such as Housing First, Rapid Rehousing, and Housing Location programs. Providing access to training and data collection assistance for these programs will also enhance local organizations' capacity to serve their clients.

Year 1

- Invest in expansion of housing placement programs and the systems that support its implementation
- Evaluate current housing placement and support programs to promote sustainability and potential areas of expansion
- Create training and expansion plan with service providers

Year 2 – 5

- Ongoing evaluation of programs to identify success, impact and gaps;
- Develop a funding and resource assessment to ensure critical needs are met in the long-term, and to promote new investment that prevent and end homelessness
- Coordinate training and professional development programs
- Develop projects that are long-term solutions to system gaps

3. Prevention

Stabilizing people by ensuring that they remain in their home prevents homelessness and the trauma that comes with it. Saskatoon is home to several of the most effective prevention programs in Canada, meeting people where they are at and seeing incredible results. However, some people are still falling through the cracks into homelessness and need short-term support, financial or otherwise, to remain housed. For others, it will require encouraging a targeted response during times in their life when they may be particularly vulnerable to becoming homeless.

Year 1

- Engage with hospitals, child and family services, and correctional facilities to document current policy and practice with respect to discharge/release planning and to identify housing-related barriers to successful transition
- Interview front-line workers and those with lived experience to understand homelessness prevention needs in Saskatoon
- Develop a service provider recognition program

Year 2 – 5

- Consult Aboriginal service providers and those with lived experience on how to improve access to culturally appropriate counselling and healing practices
- Develop standard discharge planning protocols with hospitals, child and family services, and correctional facilities
- Release a recommendation report and facilitate actions that improve access to culturally appropriate counselling and healing practices
- Create a framework for a local rent bank and a matched savings program
- Report on activities that will promote prevention of homelessness in Saskatoon
- Identify gaps in service for children and youth

4. The Solution to Homelessness is Housing

An adequate supply of appropriate housing is essential to success of the Plan, and critical to any effort to prevent and end homelessness. This Action Plan will work to ensure a wide range of units are available, including supported living, affordable market, rent-geared-to-income housing and alternatives for those who need something different to meet their housing and social needs. Creating new affordable housing units is a necessary investment to ensure everyone can escape life on the street.

Year 1

- Conduct a baseline for need centred on existing housing inventory, waiting lists, and current and future demographics of the community
- Look at exceptional needs and best practices in harm reduction models

Year 2 – 5

- Develop ten year targets for investment in appropriate housing solutions based on current inventory and established need
- Increase the supply of housing with support services
- Establish new housing units with supported housing programs that address the needs of the hardest to house in Saskatoon

What Will Success Look Like?

Increases in the number of individuals and families supported

- 150 people experiencing chronic and episodic homelessness will be housed by 2019
- Expansion of case management services will provide housing support for an additional 45 people by 2019

Preventing Homelessness

- A decrease in the number of unique individuals needing emergency shelter, short term stays and for crisis situations only
- Establishment of a rent or utility bank
- Widespread knowledge of tenant rights and landlord responsibilities

Increased amount of affordable housing alternatives

- A decrease in waiting lists, and an expansion in the number of appropriate and affordable rental and ownership housing alternatives that keeps pace with population growth at minimum.

Improved quality of life for those served by the system

- A survey of those who have lived experience of homelessness shows they have choices and alternatives to homelessness and report (according to their own definition) improvement in their well-being;

Improved teamwork between all parts of the homeless service system

- A survey of service providers will report satisfaction in their work and acknowledge that they are working together effectively to support actions to reduce homelessness.
- A data sharing agreement to improve service coordination

Improved reporting and evaluation

- Creation of a credible registry with a street needs evaluation to guide decision making
- Development of a Homelessness Report Card for Saskatoon

It's Time to Act!

As the journey proceeds, there will need to be ways to reflect on the efforts and record outcomes and goal achievements. A report card charting our progress will be produced annually, as well as regular profiles of our amazing agencies and people of Saskatoon. It is important to speak to a wider audience – our community at large – about how the Plan is going and what is being achieved.

This purpose of this Action Plan is to enable all stakeholders including those who are homeless, direct service providers, Aboriginal leaders, allies and local, provincial, federal governments to work together sharing an agenda for change. It will maximize the strengths and innovation that characterize our community and will help us achieve our vision that homelessness in Saskatoon is rare, brief, and does not reoccur.

A right to housing is currently not a recognized human right in Canada, but it should be.

As we approach solutions to homelessness, we will not only see each person as an individual, but also look at the bigger picture. Our job as a community is to find innovative solutions together. Everyone is included and participates in making Saskatoon a better place to live.



Introduction

Homelessness in our city is real. Individuals and families live day to day without a home and are faced with the instability, risk and volatility this brings to their lives. Some live on the street, many live at shelters, many more live in inappropriate and unsafe situations. It is emotionally and physically devastating for people who live this reality.

The problem of homelessness reflects poorly on our community's ability to take care of vulnerable citizens. Families and individuals who are homeless are forced to use emergency services, often inappropriately, in order to survive. Critical needs often remain unmet, such as access to income support, medical care or prescriptions, food, clothing, transportation and for children, attachment to school. The stability that comes with having a home of your own cannot be overstated. Every person in our city needs a home that is safe, affordable and appropriate.

With the steep rental housing increases in 2008, homelessness and housing insecurity became more immediate issues. That year, Saskatoon had its first Point-In-Time count of people experiencing homelessness. On one day, the count found 260 people experiencing homelessness, but results led researchers to

suspect many more may be couch surfing or 'hidden homeless'. Community members began to come together to think about what we could do differently to really address the issue. The intensity of the efforts so far demonstrates that Saskatoon is ready to move from planning to action.

This action plan honours the voice of the community from the many consultations that have brought us to this point and demanded that we do better.

The story of Saskatoon's journey from awareness of the growing issue of homelessness, to strategizing through community consultations, is found in Appendix A of this action plan. The pages that follow contain a hopeful, collective response to homelessness, based on the wisdom gathered through these consultations with our community. Our goal now is to move each of the priorities that were identified from vision to tangible actions. Much work has already happened over the past three years!

We will be implementing a more coordinated approach to ending homelessness in Saskatoon and will be working in partnership with provincial initiatives such as:

- The *Saskatchewan Poverty Reduction Strategy*, which contains housing/homelessness as a focus area. The actions in this strategy range from enhancing supportive available housing options to improving access to subsidized rental housing for individuals and families in greatest need.
- The *Truth and Reconciliation Committee Call to Action*, which indicates that the legacy from residential schools continue to this day and is reflected in the significant educational, income, health, and social disparities between Aboriginal people and other Canadians.
- The *Saskatchewan Mental Health and Addictions Action Plan*, which recommends building community-specific partnerships that create opportunities for better mental health and reduced harms from substance abuse. The action plan identifies the city's Plan to End Homelessness as one of the methods to encourage greater collaboration and engagement from the private sector and municipal governments.
- The *Saskatchewan Disability Strategy* places a focus on developing people-centred services.
- The *Joint Task Force on Improving Education and Employment Outcomes for First Nations and Métis people*, which identified that the lack of affordable housing was impacting First Nations and Métis people in their search for job opportunities.

Preventing and ending homelessness must be active and practical, not just idealistic or mere rhetoric. We know that a useful plan will include acknowledging and addressing the systemic issues that lead to homelessness, as well as ensuring support to help individuals find homes.

There is a great deal of work to do to ensure Saskatoon has an effective, coordinated system that offers support for people who need help to avoid eviction, and moves those who are homeless rapidly into permanent housing that best suits their needs. In some areas, Saskatoon is far ahead of other cities. We celebrate the effective prevention programs in Saskatoon that have been successfully supporting people and reducing homelessness. We also acknowledge the effective new initiatives which were developed as a response to the gaps that became evident during the community consultations.

But there is more to do. A coordinated system response will involve increased prevention efforts, teamwork between emergency and transitional supports, policy reforms and a serious investment in affordable housing options across the spectrum (social, non-profit and low barrier). In all of our work, it is important that our services are culturally competent,

compassionate and restorative to those who experience the trauma of homelessness.

The community consultations revealed that there was a desire to find solutions not only for people who are chronically homeless, but also to create options for those at greatest risk of becoming homeless. Saskatoon citizens and community leaders who participated in the numerous consultations that inform this report identified a vision that is streamed into four priorities. Each of these priorities will be worked on through specific strategies and tangible actions.

Homeless survivors and allies have described the raw experience of their situation, the despair and trauma, and how hard it is to find a way out. The serious gaps in services and supports have become evident. If there has been one message that is clear from the community, it is that they are ready to end homelessness in our city. Most importantly, a roadmap has been developed, and the journey towards changing how we approach homelessness has begun. The only way to get the job done is to work together, all of us, regular citizens, front-line agencies, Aboriginal leaders, funders, all levels of government and the business community. Let's move forward. It's time to move **from vision to action**.

Why Should We Prevent and End Homelessness?

We need to prevent and end homelessness because it is the right thing to do for each citizen who does not benefit from the privileges many of us take for granted. Taking action on homelessness is beneficial for the whole community. When people have appropriate housing, they live better and healthier lives; they are less involved with crime; some are able to transition into addressing other needs (like additions or employment); and they are not inappropriately using government-funded services. We all benefit.

The trauma that happens while experiencing homelessness affects self-esteem and limits quality of life. Children who are homeless, even for a short period, can experience serious long-term, negative effects.ⁱ Adults experiencing homelessness are more likely to experience violence and die from preventable conditions than people who have housing.ⁱⁱ This is not inevitable.

Housing First and housing placement programs have proven to be a much better use of taxpayer resources providing quality of life, dignified support, stability, and often better individual outcomes. For families, safe, appropriate and affordable housing provides stability and better developmental outcomes, as school and social supports are not interrupted.

The value to society truly lies in the human impact, the incredible success of changed lives, breaking generational patterns, recognizing the mistakes of the past and ensuring everyone has their needs met. When people are treated with the dignity they deserve, they are able to make shifts we might not expect. Society is better when everyone is treated with dignity.

THIS IS HOMELESSNESS: LEONARD'S STORY

'Leonard' was eating cereal and toast and sipping on a hot cup of coffee. He was savouring every morsel – as if it might be his last, as if it was his first solid meal in days. He was happy he had a safe place to stay for the night. Since he got out of the hospital about a month previously, after suffering a seizure and being hooked up to life support, most of his nights have been spent under the traffic bridges between the Riversdale and Broadway areas along the riverbanks of Saskatoon's South Saskatchewan River.

Today he is staying at The Lighthouse, an emergency shelter, supported living and affordable housing provider. Staying there not only provides relief from the elements and a bed to sleep on, but access to three scheduled meals a day plus an evening snack, as well as free laundry services. He has had his first shower in weeks – a luxury Leonard is not used to. "Most places fill up really quickly so you have to get there by a certain time," he says. "You have to be one of the first in line."

Leonard says he is an alcoholic. "I used to have a family but I drink too much. I don't blame my wife. I tried detox once but I didn't succeed. All of a sudden I'm out on the street by myself." He doesn't blame his family for not letting him return home. "I drink too much. I'm still an alcoholic."

Please note that all interviewees were compensated for their time.

Why Are People Homeless?

Homelessness is caused by both complex structural and individual issues. The underlying causes are no surprise: poverty; poor physical and mental health; addictions; experiences of trauma and abuse; lack of employment; and a shortage of affordable housing. Ultimately, no one chooses to be homeless, and many people are one paycheque or crisis away from losing their home.

Homelessness as a social problem needs to be seen in context. Almost always, people experiencing homelessness are disadvantaged and marginalized. The emergency shelters do not create homelessness—they are a crisis response when people cannot access housing. Serious addictions do not cause homelessness—the addiction is a result of personal trauma, pain and alienation, which may limit options in housing.

As we look for solutions, we must recognize the uncomfortable realities that contribute to homelessness. This is essential in Saskatoon. Racism, trauma, unfit and unaffordable housing, and poverty are all factors that increase homelessness. Aboriginal people have been affected by colonialism, residential schools and ongoing systemic disadvantage, including the lack of access to the basic necessities of life. Children or youth who lack food or housing, or those removed from their families and placed into foster care, may be introduced to high-risk lifestyles and are more at risk of becoming homeless as adults. There are no easy solutions, but better policies that will fill the gaps and access to culturally competent supports are a good start. People who have experienced homelessness need to be in control and able to choose the support they want.

Sometimes government services, institutions and agencies working in silos also perpetuate the problem of homelessness. Institutional services (hospitals, correctional facilities) often do not add housing support to their mandate and people are discharged without a plan in place. It is difficult to access appropriate mental health and addictions support. Shelters have never been adequately funded to do the work of bridging people into housing, but may be blamed in public discourse for issues related to homelessness. Increased investment and meaningful coordination could go a long way in fixing some of these issues.

It's easy to look at an individual and see that they need support to find housing, but this does not address underlying problems. The individual or family is the point of intervention, but each situation is informed by big picture issues. Sometimes homelessness is a way to escape an abusive home situation. It can reflect good decision-making in a person's life as much as it can reflect poor choices. This needs to be recognized as well.

Self-reliance and employability are important goals, but may be an unreasonable expectation for people who lived traumatic lives that led them into homelessness. They may always need a level of support. Programs that address homelessness should also foster the highest level of independence and participation that each person can achieve. Happiness, safety, choice and community participation are building blocks of a good life and essential goals to help people strive towards.

THIS IS HOMELESSNESS: SUCCESS STORY?

“Social Services will tell you I’m a success story.”

Wallace, unlike most of the other people having breakfast that morning at the homeless shelter he’s been staying at for the past four months, looks much younger than his 45 years. He’s quiet-spoken, clean and articulate. He finished his GED and until last year when both his foster mother and his birth mother passed away, he said he led a pretty quiet life.

His last apartment in the “hood” was run down and unsafe. Neighbours in the building were affected by addictions and mental illnesses or were in gangs. “Water was dripping from the ceiling and it wrecked my television. There was black mold and bedbugs.”

But it was a place to call home. It allowed him to avoid getting into trouble and to remain sober. When his mother passed away he said he couldn’t deal with it. “I fell off the wagon,” he said. “I couldn’t deal with the emotional baggage. I relapsed. I got myself into trouble with drinking and stuff – I went to jail.”

The whole ten months he was there he feared for his life. “It’s filled to the brim,” he says. “People are tripling up in single cells. They’re short on everything a person needs – food, clothing. Basically, everything a person needs they were short on. Forget any programs to help a guy out.” The Saskatoon Provincial Correctional Centre has been operating over maximum capacity since 2010, posing a risk for inmates, staff and the general public.



“I felt like I was being set up for failure,” says Wallace.

“There is no support once you are out either. It’s hard to find a place to live when you have a criminal record”, he says. Though he can afford the rent, no one, he believes, is willing to take a chance on him. It’s also hard, he adds, when you don’t have a phone.

Reflecting back on his life, he scoffs at the idea that he might be considered a success story.

“I think obviously from foster care they said that I’m one of their success stories but I don’t see it. I’m not working. My life has been stereotyped – I get labeled all the time.”

It doesn’t take a psychologist to look into my background, he says, to see that he’s been damaged. “I’ve been under the government’s care most of my life in one form or the other. First it was residential school. Then I was in and out of foster homes. I have no positive memories of growing up. None.”

Please note that all interviewees were compensated for their time.

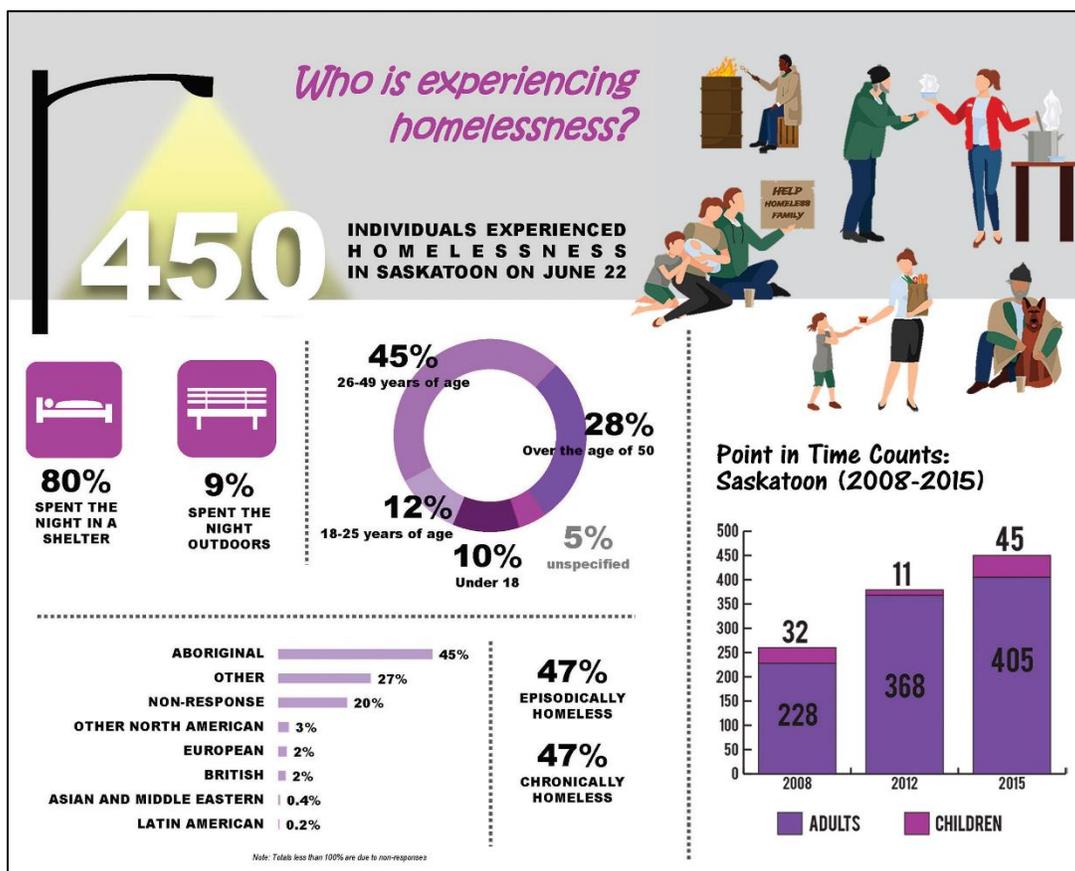
Why Are People Homeless?

One of the tools to help understand the demographics of homelessness is the Point in Time (PIT) Count of Homeless Individuals and Families in Saskatoon. A PIT count is a count of people experiencing sheltered and unsheltered homelessness on a single day. This approach provides a snapshot of numbers, demographics, needs and priorities. Although this approach tends to underestimate the problem, it can provide useful information and help to measure progress, increase public awareness, and assist in policy development and program decisions.

- an outdoor survey conducted by teams on the streets of Saskatoon;
- an indoor survey collected by teams at participating shelters;
- data from the Homeless Individuals and Families Information System (HIFIS), which includes The Lighthouse, Salvation Army, YWCA Saskatoon and Saskatchewan Housing Coalition; and
- observational data representing those who wished not to be surveyed.

The Community-University Institute for Social Research (CUISR) conducted the most recent count which took place on Monday, June 22, 2015. This count was aimed to create a comprehensive and multi-faceted picture of housing and homelessness in Saskatoon. The analysis was based on:

The results from this count indicated a continued rise of homelessness in Saskatoon. It revealed that there were 405 adults and 45 children without permanent shelter compared to previous PIT Counts. Approximately 45% were between the ages of 26-49 and 28% were 50 or older. Most of the respondents were male at



62%, and 45% self-identified as Aboriginal. The count also discovered that 46% had been victims of physical violence while living outdoors; 45% had lived with foster families during childhood; and 60% attributed income and affordability as their main obstacles to finding homes.

Also in Saskatoon, we gather yearly data on shelter usage. In 2015, there were 1,953 unique individuals who used emergency shelters, up

from 1,358 in 2014. Of those people, 104 experienced chronic or episodic homelessness. Year to year, the numbers remain very much the same or grow. With planning, financial aid and appropriate services, we can do more to lower those numbers. With better prevention efforts and financial supports, we could prevent homelessness for many of the people who could enter a shelter this coming year or ensure they have immediate help to find new housing.

THIS IS HOMELESSNESS: BACKALLEY LIVING

“Everyone calls me Skipper. All my friends call me that.”

Skipper is a member of the Kinistino First Nation – a descendant of the Saulteaux First Nation that moved to the Qu’Appelle Valley from their ancestral territory north of the Great Lakes in the 1870s. After Treaty 4 was signed Skipper’s descendants moved north, eventually securing a reserve southeast of Melfort.

Skipper doesn’t remember a time when he didn’t drink to help him get through the long days and nights of living on the streets of Saskatoon. He grew up in a residential school like his parents and grandparents before them did. Though jobs were plentiful during the early 1970s for non-Aboriginal people living in Saskatchewan, for young men like Skipper, work was hard to find.

“I went to fight in the Vietnam War,” he says. “It was a job.”

Like many Saskatchewan First Nations men and women who recognize all of North America as First Nations traditional lands, Skipper doesn’t distinguish between the American and Canadian parts of Turtle Island. He is one of hundreds of Saskatchewan Aboriginal people who have fought with the United States Army.

Like so many other Vietnam veterans, he witnessed the horrors of war and returned to an uninterested nation and struggled to adjust to civilian life. Life in Saskatchewan was no different than in his pre-service days. He was confronted with racism and discrimination.

Skipper traded the horrors of residential school for a life in-and-out of correctional institutions. “When I was in the penitentiary I thought the guards were nicer than the priests.” His eyes misted up when he recounted his time in residential school. “The priests were so mean. It was worse than slavery. It was a hell hole. They were supposed to be ministers!”

He concluded his conversation by saying, “I’m a survivor. I get by okay. I stay alive.” Getting by for Skipper and his friend means sleeping in the back alley behind 20th Street in Saskatoon’s newly revitalized Riversdale area. When asked about what he does when it turns bitterly cold he explained, “You just get up and walk around ’til you warm up. I stay alive. Either you die or don’t.”



Please note that all interviewees were compensated for their time.

Cultural Competence & Lived Experience Inform Action

The need to be culturally competent in offering services is self-evident, but even more essential as homelessness services are developed. There are a significant number of First Nations, Métis, and other ethnic groups that are overrepresented among people experiencing homelessness. The 2015 Point In Time Count indicates that Aboriginal people are overrepresented in the homeless population.

The Kitaskinaw project from 2013-14 analyzed the demographics, program needs, gaps and preferences of Aboriginal service-users in Saskatoon. Based on the project findings, the first two recommendations from the technical committee dealt with cultural competence in services and the need for Aboriginal led services:

- ✓ More effort must be made to address Aboriginal employment levels and to building cultural competencies within organizations.
- ✓ An Aboriginal-led housing initiative must be developed to address the housing needs of Saskatoon's Aboriginal population.

In this action plan, we honour the Kitaskinaw recommendations in order to enhance the well-being of Aboriginal citizens in Saskatoon:

The Truth and Reconciliation Commission of Canada: Calls to Action (TRC) outlines what can be done to redress the awful legacy of residential schools. All Canadians need to honour the people who told their stories of abuse and loss at residential schools, and commit to the recommendations in the Calls to Action. Throughout the TRC report, the need for

culturally appropriate services and cultural competency training is clear.

Any programs or efforts from this action plan must be developed with awareness of the systemic issues causing homelessness and honours the restorative power of cultural connection. This is not just cultural sensitivity. Action must recognize the immense value of cultural involvement, holding space and time for the inclusion of cultural knowledge and allowing the strength of community to heal the trauma people have experienced in homelessness.

Cultural competence in services can seem like a non-essential element of care, but it is vital to success. The individuals and families who are creating a new life for themselves will respond better when their values are reflected in the support they receive.

The voice of lived experience has the ability to provide context, correct misconceptions and help allies challenge and check their privilege. As a community working to prevent and end homelessness, we continue to listen and welcome leadership from those who have experienced homelessness.

Organizations and individual support workers are at various levels of awareness, knowledge and skills when it comes to cultural competence. If our efforts are to be successful, hiring practices, program parameters, outcome measures need to be informed by cultural diversity and the knowledge of lived experience. A commitment to cultural competence and honouring the voice of lived experience will frame the actions that follow in this action plan.

HOUSING STABILIZES FAMILIES

Shirley Isbister knows first-hand the struggle of life on the streets of Saskatoon. “I grew up in extreme poverty,” she says. As a child, she remembers sleeping along the riverbanks and bouncing from basement to basement – with no permanent place to call home. Many of her family members and friends have struggled with addictions, mental health issues, and other residual effects of colonial policies and systemic racism.

Shirley puts her personal understanding of the injustices that have been directed to the Aboriginal community to good use in her role as president of the Central Urban Métis Federation Inc. CUMFI is a community-based Métis owned and operated non-profit that provides transitional and emergency housing to Aboriginal families.

Shirley emphasized that many children who end up in foster care are there not because of abuse but because their families lacked stable, affordable housing options. This often means these children get trapped in cycles of care/custody/incarceration and end up homeless themselves when they age out of the system.

The National Children’s Alliance reports that there are more children in the child welfare system and not with their families than there were children in residential schools during the height of this now acknowledged travesty of justice.



“No children should ever be apprehended by Social Services due to homelessness,” says Shirley. “We keep four suites at the top of our building for family emergencies.”

Saskatoon’s vacancy rate is on the rise and currently sits at 6.5 per cent but available apartments and homes are useless when prices are still unaffordable and property owners are reluctant to rent to the clientele that CUMFI and other service providers like them represent.

“The problem is that many of the families we deal with have burned a lot of bridges. They don’t have landlords giving them good references or anything – so that’s always a barrier to getting into a home.” One solution is to offer property owners some protection, such as a way to pay damages, or incentives to relax their criteria for rental and credit histories.

“Providing real access to mental health support has also become a big part of the rapid re-housing or housing first approach,” says Shirley. “Mental health issues and addictions go hand-in-hand with justice issues. Since we’ve opened, we have always been doing housing first – if you don’t have a roof over your head and food to feed your children you’re not worrying about education or employment or anything else. It’s just a game of survival so that’s why people get evicted from their homes because of drugs, alcohol and violence. They then become statistics.”

As a member of the Community Advisory Board on Saskatoon Homelessness, Shirley is part of the group that has recommended funding for some new initiatives in Saskatoon, such as the Housing First and Rapid-Rehousing programs at the Saskatoon Indian and Metis Friendship Centre, the Friendship Inn, White Buffalo Youth Lodge and the Lighthouse. The goal is to move individuals and families as quickly as possible from shelters, transitional housing, and other temporary housing situations into permanent housing and to provide services and ongoing support to keep them stable once they are there.

Vision, Purpose and Principles of the Plan

A right to housing is currently not a recognized human right in Canada, but it should be. It is difficult to make stable life choices without safe, affordable and appropriate housing.

As we approach solutions to homelessness, we not only see each person as an individual, but also look at the bigger picture. We acknowledge and work to solve the structural and systemic issues that create the problems of homelessness and housing insecurity. We respect the individual's or family's personal journey and their unique situation and needs. We acknowledge the privilege and power dynamic that is involved in support worker/client relationships, and strive to offer support without labels or expectations. We offer support that is strength-based, safe, culturally competent, and person centred. We commit to accountability and honestly measuring our progress, making efforts to prioritize evaluations from those who receive the support offered.

Through the community consultations, it became clear that there was a need to visualize and work towards something different; a more streamlined and properly resourced approach to tackling homelessness.

To that end, a vision, mission and principles emerged from the feedback:



Vision

Homelessness in Saskatoon is rare, brief, and does not reoccur.

Purpose

The *Saskatoon Homelessness Action Plan* will enable all stakeholders including those who are homeless, direct service providers, Aboriginal leaders, allies and local, provincial, federal governments to work together sharing an agenda for change. Saskatoon's Plan will maximize the strengths and innovation that characterize our community and will help us achieve our vision.



Principles

The Saskatoon Homelessness Action Plan with mutually agreed upon Strategies and Actions will be based on the following principles:

- We are ready to work hard as a community to make homelessness a priority;
- Inclusion and collaboration are the foundation of all our efforts;
- Culturally appropriate/competent services are critical to honour diversity and ensure success. This is achieved through leadership and partnerships with First Nations and Métis communities, including Aboriginal-led services;
- Direct involvement from those with lived experience of homelessness will be expected;
- A continuum of housing options is essential, including temporary short term shelter and supported housing choices. Developing a sufficient supply of permanent affordable housing across the community is the primary end goal;
- Individual choice and person centred decision-making must be the focus in policy and practice;
- Harm reduction approaches will support individual success and effective change;
- The Housing First approach is an effective tool that will guide our work;
- Policy changes and improvements must be guided by research, measured outcomes and rooted in evidence from front-line knowledge and experience;
- Promoting effective and consistent data collection will ensure the right information is available to make appropriate and timely recommendations on new directions;
- Promoting the highest level of self-sufficiency and community participation for every individual supports the highest quality of life;
- Mutual responsibility and accountability at all government levels and among all stakeholders are essential;
- All work will be guided by a shared understanding that there are complex individual and structural contributing factors to homelessness including, but not restricted to:
 - Historical injustice
 - Systemic disadvantage
 - Poverty
 - Mental health/physical health conditions
 - Violence and abuse
 - Discrimination and Racism
 - Addictions
 - Inadequate affordable housing
 - Reliance on temporary emergency responses
 - Ineffective human service system processes

THE JOURNEY HOME – PROVIDING HOPE FOR OUR CITY'S MOST VULNERABLE CITIZENS

As a Health Region Case Manager, rarely a day passes when 'Cindy Laroque' doesn't see how the lack of accessibility to safe, adequate, affordable housing has negatively impacted the clients she serves. "Although each person that I meet is unique the thing they have in common is that most of them are heavily burdened by oppression and dismal socio-economic circumstances," says Laroque.

"They often have chronic addictions and mental health problems. Many of them spent their childhood in residential schools or in foster homes. When they are forced to live on the streets or move from temporary place month after month or year after year their problems are just exacerbated."

In 2014 the United Way of Saskatoon and Area contracted Saskatoon Crisis Intervention Services to deliver the Journey Home program. It uses a Housing First approach to help people experiencing chronic homelessness to find permanent housing and supports. Since its inception in April 2014, 40 participants have been assisted by the intense case management approach to move towards housing stability. The participants had an average length of homelessness of three to five years prior to enrollment. One person had been homeless for as long as 17 years.

Laroque became emotional when she described how she felt when she called one of her clients shortly after her telephone and answering machine was hooked up.

"Her voicemail message stated very emphatically, 'Hi you have reached Julia, this is my very first answering machine, from my very first phone, in my very first place...,' said Laroque. "It was very humbling for me to see that something that is so commonplace was something so extraordinary to her."

Another client, 'Angie,' gave her a tour and showed her all of her new belongings. "Angie was so excited about buying a pineapple to share with friends in her own home. In my opinion the pineapple represented something larger. This gave her a feeling of having something to offer, purpose and signified relationship building, sharing and camaraderie."

For both of these women, it was the first time they had a place of their own. Both had spent most of their lives in foster care, on the streets, in shelters and incarceration. Both expressed a deep gratitude to their Journey Home Case Manager and how vital they were to not only sustaining their housing, but the betterment of their lives altogether.

During the first two years' pilot phase, Journey Home has supported and housed forty people. One of the outcomes observed in the first year was that the inappropriate use of health care, social services and emergency services went down dramatically. As individuals were enrolled in the program, they shifted their focus to using community resources more appropriately and with more successful results.

Comparisons of service use in the year prior to enrollment and then the year after showed considerable differences. In the year prior to joining Journey Home, the first 24 participants made 400 emergency room visits. That was reduced to 85 visits in their first year. Since taking part in Journey Home, participants only had nine nights in a police cell because of intoxication, compared to 89 overnight stays in the previous year. Early results for the second year show similar reductions and a lower rate use rate maintained by the original participants.

"Everyone deserves a home," says Judy Shum, Director of Community Impact for United Way, adding that she is encouraged to see how the community has come together to develop a strategy to end homelessness. "Together Saskatoon is moving in the right direction with programs like this one."

The next goal of the Journey Home program is to support sustainable housing for another 100-homeless people over the next three years.

Please note that all interviewees were compensated for their time.

Oversight of the Community Plan

An ongoing theme brought up in community consultations was that of leadership and accountability, as there is a history of community plans on various subjects that are created and then collect dust on a shelf when there is no one responsible for taking the plan forward.

In light of this, the United Way Plan to End Homelessness (P2EH) Leadership Committee, the Saskatoon Housing Initiatives Partnership (SHIP), and the Community Advisory Board on Saskatoon Homelessness (CAB-SH) came together to investigate a number of leadership models that focus on results, collaboration, and have community impact at its core.

Leadership should provide both the guidance and direction required to fulfill the vision, while maintaining accountability, fulfilling responsibilities to the community, and reflecting the core values of the group. However, if those directly affected are left out of the decision-making process, the resulting decisions can be inconsistent with community's needs and goals. Responses to homelessness are appropriate when those with lived experience are included as active participants in any planning and decision

making, as it brings more legitimacy to the process.

In a *Community Engagement Governance* framework, the focus is on community impact. It promotes responsiveness to the needs of the community, and is more adaptive to emerging needs. Using the principles of participatory democracy, self-determination, genuine partnership, and community-level decision making, responsibility is distributed and shared. This in turn will create joint ownership and accountability. The Board of Directors is not the centre of a control structure; rather governance is a process that empowers key stakeholders across the community and functions to help people work together to achieve results.

The Steering Committee concluded that leadership that empowers a collaborative oversight process would benefit the community, and that a Community Engagement Governance process will be a catalyst to help this plan to succeed. The concept of collaboration must be central to the lead organization's mandate, across the homeless serving sector and deep within the community and government sectors in order to address homelessness in Saskatoon.

Expanding the Mandate of the Saskatoon Housing Initiatives Partnership

To achieve a multi-sectoral approach to addressing homelessness, the Steering Committee has agreed that it would be best to work with an established organization that brings knowledge and experience in the development and management of projects relating to housing and homelessness in Saskatoon.

As an organization with a diverse Board of Directors representing a broad base of sectors relating affordable and supported housing, the Saskatoon Housing Initiatives Partnership (SHIP) was recommended as the organization that would provide oversight for the Plan.

Since 1999, SHIP has assisted in the successful development of a range of affordable housing choices in Saskatoon. This includes supported housing, seniors housing, affordable rental units and affordable home ownership. Over the past four years, SHIP has administered the Government of Canada's Homelessness Partnering Strategy funding in Saskatoon; researching, developing and investing in many capital and service projects that have had an impact on homelessness. They are well positioned to bring a strong perspective on housing and homelessness in Saskatoon.

The Board of Directors of the SHIP have agreed that the organization will accept the responsibility of leading the Plan. The Board will focus on the specific issues of homelessness and affordable housing, and the organization will take on the responsibilities of facilitating the actions of this plan. SHIP will also continue to provide expertise on the development of

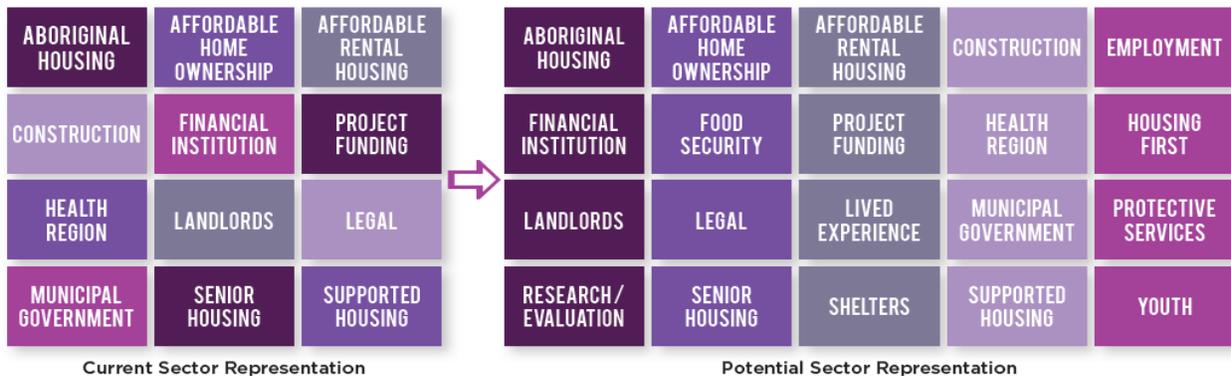
affordable housing and support service projects in order to promote a wide range of appropriate and affordable housing solutions in Saskatoon. With this new expanded mandate, the SHIP Board has set out a strategy to expand the organization in order to achieve the actions of this plan within the next five years.

Transforming SHIP’s Structure, Functions and Activities

A multi-sectoral approach is essential to achieving the collaboration necessary to meet the goals of the Plan. Leading by example, SHIP will endeavour to inspire change in our community, and embolden everyone to work together towards a common vision. To implement the new participatory governance process, SHIP will review its mandate, its bylaws, and shape its Board in 2016 to be representative of a community committed to addressing homelessness. SHIP will create a more inclusive, open organization which fosters support and encourages participation.

As shown below, SHIP’s Board of Directors currently encompass sectors that are related to affordable and supported housing. To broaden the perspective to increase the focus on homelessness, SHIP will actively recruit Board and Committee members to ensure that the knowledge and efforts of those who are homeless, Aboriginal leaders, organizations already working in the area, and the public and private sectors are represented. This will build upon the strength of the existing Board, and bring the right people together to achieve the goals of this Action Plan.

Figure 1: SHIP Board and Committees – Current and Potential Sector Representation



To respond to the needs of Action Plan, SHIP will also have to expand the activities it undertakes. Currently, SHIP performs various functions to support the development of affordable housing in Saskatoon. SHIP also administers the Government of Canada’s Homelessness Partnering Strategy (HPS) funding in Saskatoon,

allocating close to \$2 Million per year into service and capital projects to address homelessness.

These functions will expand in light of the updated Action Plan. Activities will also be added in order to achieve to goals set out in the plan.

Figure 2: Functions of SHIP as Lead Agency



Figure 3: Action Plan Priorities



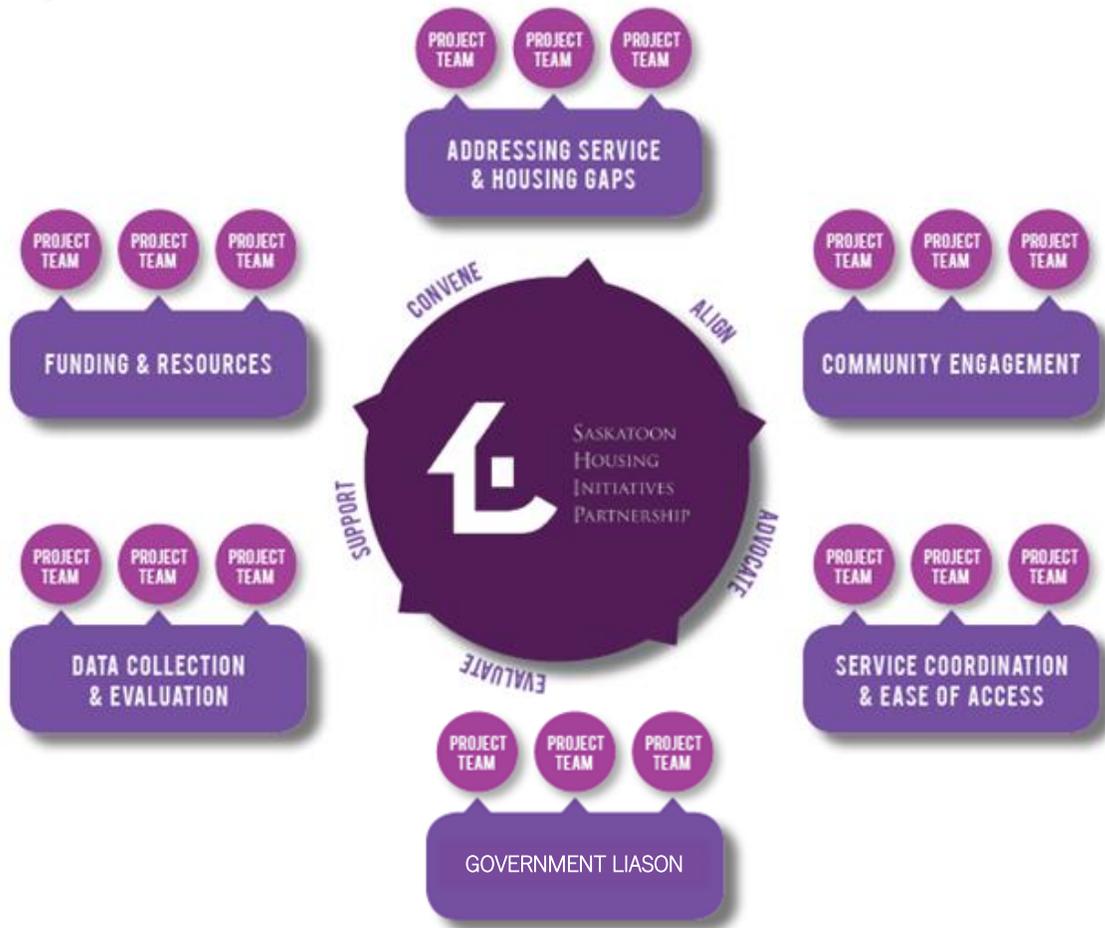
The expanded Board of Directors will play an essential role in moving the plan forward, and Collective Action Teams will be created to complement the work required in this Action Plan. Supported by SHIP staff, Collective Action Teams will discuss issues and advise the Board, other Collective Action Teams, government and the community at large on a wide array of issues relating to homelessness and housing. These

Teams will include board members and volunteers to ensure a rich perspective when addressing the needs of the community. The five initial Action Teams will focus on addressing their specific theme as it relates to each of the four priorities of the action plan. Additional committees will be struck as the need is identified.

Activities of SHIP – Current and Additional

| Function | Current Activities | Additional Activities |
|--|--|---|
| Guide Vision & Strategy | <ul style="list-style-type: none"> • Conduct community consultations to establish community investment targets of HPS funding | <ul style="list-style-type: none"> • Build a common understanding around solutions to homelessness • Provide strategic guidance to develop tangible actions |
| Support Effective Communication & Collaboration | <ul style="list-style-type: none"> • Seek paths for, and recruit, new partners • Create opportunities for development of support service and housing projects that align with other efforts in the community | <p>Ensure mutually reinforcing activities occur:</p> <ul style="list-style-type: none"> • Convene partners and key external stakeholders • Coordinate and facilitate communication and collaboration |
| Data Collection and Evaluation | <ul style="list-style-type: none"> • Help establish data collection protocols for funded projects • Promote the use of a single data collection system | <ul style="list-style-type: none"> • Help establish shared measurement systems • Partner with others to collect, analyze, interpret and report data |
| Build Public Will | <ul style="list-style-type: none"> • Inform the public about the need for and benefits of affordable housing to the community • Promote positive attitudes for affordable housing in neighbourhoods across Saskatoon | <ul style="list-style-type: none"> • Create a sense of urgency and articulate a call to action on homelessness • Support community member engagement activities • Produce and manage external communications on homelessness |
| Advance Policy | <ul style="list-style-type: none"> • Policy analysis and advocacy to promote the development of affordable housing • Assist organizations in advocating for policy changes that effect service delivery | <ul style="list-style-type: none"> • Advocate for an aligned policy agenda that promotes quality of life, rapid access to services and effective support |
| Mobilize Funding | <ul style="list-style-type: none"> • Business planning and proposal development for capital funding for affordable housing projects • Homelessness Partnering Strategy Fund Management | <ul style="list-style-type: none"> • Work with partners to leverage public and private funding to support housing and support service goals |
| Project Development | <ul style="list-style-type: none"> • Need and Demand Research • Business Planning • Feasibility / Financial Analysis • Homeless Service Project Development • Project Evaluation | <ul style="list-style-type: none"> • Identify gaps and researching best practices in affordable housing and homeless support services • Provide learning opportunities to share knowledge with the community |

Figure 4: Structure of SHIP and Collective Action Teams



For example, the Funding and Resources Action Team will be an opportunity for funders to come together and discuss existing programs, new initiatives, and potential new projects that will impact homelessness. Information about gaps and emerging needs will be collected by SHIP through consultation of the Collective Action Teams as well as other frontline agencies and stakeholders. For instance, the Service Coordination Action Team may recommend certain training that requires funding, or the Housing and Service Gap Action Team may identify an emerging need that is requires investment. Funding and Resources Action

Team members could include such organizations as the United Way of Saskatoon and Area, SHIP (HPS), Saskatoon Health Region, Saskatchewan Housing Corporation, the City of Saskatoon, and the Ministry of Social Services. They would gather to understand the scope of the problem, existing programs and potential responses. At the same time, there would be opportunities for collaboration between funders, increased understanding of what type of funding is available, and coordination between funding cycles to improve chances for leveraging dollars more collectively.

The Saskatoon Homelessness Action Plan

The problem of homelessness is too complex for a single community organization or government ministry to solve on its own. The good news is that much work is already well under way, and the consultations gave direction on how to make things better. Community members have been eager to “stop talking” and “make it happen.”

This action plan summarizes what was learned during community consultations and the important actions that have happened so far. It articulates a common vision, a road map and accountability measures for the next five years.

To make the kind of progress we all want to make on homelessness, it is important that all partners accept the shared principles and be committed to coordinating efforts. Service coordination will mean that people who experience homelessness will find and have timely access to the right supports when they need them. Together, service providers will be empowered and funded to work on a series of action items, each with its own target, timelines, responsibility and expected outcomes. Through this approach, we can work together to more effectively find and fill the gaps, and provide a high standard of care and treatment, by the right people at the right time, in the right place.

This Action Plan was initially led by a steering committee of community members who are committed to be champions for action on homelessness. Moving forward, SHIP will act as a facilitating agency. SHIP will ask stakeholder organizations to participate in refining and endorsing the plan. Community agencies will be asked to identify which action items they are

already working on or can commit to help achieve in future years, including identifying their funding needs. SHIP will facilitate ongoing community engagement to look at each action item and figure out if there is a way to enhance success. This structure will foster community impact and participatory decision making.

Putting an action plan on paper challenges us to evaluate the effectiveness of our collective efforts, and monitor or progress as time goes on. The plan must remain flexible as circumstances change and critical needs emerge. Regular updates and communications will be essential to ensure that we are all moving in the same direction.

To be successful, we recognize that this plan requires new financial commitments from all three orders of government, businesses, philanthropists, foundations and the public. At this time, it is difficult to make estimates of the actual costs required, but this will be a critical part of implementation. Further study is needed to make strategic and informed decisions and recommendations about the necessary investments. However, we understand that by working together, we will be better positioned to pool, leverage, and allocate investments that have the most impact.

This action plan outlines a vision and activities to take place over a five-year period. There will be learning and development for all of us. We realize that change won't take place overnight, but by working together, we can make a difference.

From Vision to Action – Plan Priorities

Throughout the community consultations, it was clear that our existing system of emergency supports was not enough to move people out of homelessness. Based on clear priorities from the community, this action plan outlines the work we need to do to promote appropriate services and housing options for anyone in need of assistance. The necessity for these creating a range of housing options is also demonstrated in the recent research on homelessness and in the experience of other communities who have successfully tackled this issue.

This action plan seeks to formalize and update Saskatoon's priorities as we tackle homelessness. It promotes collaboration among the government sectors that impact

homelessness (housing, health, mental health, addictions, corrections, social services, child protection, income assistance, education and training) and community-based organizations. It provides a foundation for practical evaluation of our successes and challenges, with the goal of creating efficient service pathways and eliminating system gaps and barriers to support. In the end, we expect to see better policies, better services and more targeted housing options.

By ensuring housing stability we prevent homelessness. By intervening during crisis and ensuring that affordable housing and support are available for every citizen, we will end homelessness in Saskatoon.

The action plan highlights four priority areas, set by our community:

- ✓ **SYSTEM COORDINATION AND INNOVATION**
- ✓ **STRENGTHENING HOUSING PLACEMENT AND SUPPORT PROGRAMS**
- ✓ **PREVENTION**
- ✓ **THE SOLUTION OF HOMELESSNESS IS HOUSING**

Each priority area has a number of strategies that address specific issues. These strategies, in turn, have specific actions and targets. Together, all of the agencies and stakeholders in Saskatoon who

play a role in preventing and ending homelessness must work together and identify how they can best contribute to the expected outcomes.

Priority 1: System Coordination and Innovation

No one program can reduce homelessness on its own. Working together intentionally is critical to ensure services are effective, and that we are progressing towards broader community goals and finding and filling gaps.

A system that is fragmented or has agencies working in isolation does not serve people well. System coordination is a way to optimize our resources, avoid duplication and ensure that needs are being met.

Coordination of services will result in community members having timely access to the right supports to avoid or exit homelessness. When they seek support, it will be available and effective. Service providers in an integrated system benefit from knowing that there is a

collaborative approach, they are being listened to, and the services they cannot provide will be provided by a partnering agency.

Saskatoon already has great partnerships and open communication between frontline agencies, but in the past, there were pieces missing, especially centralized intake, direct housing placement, case management and support for coordination. Recent investment has increased this level of service, but has also exposed other service gaps.

Our job as a community is to find innovative solutions together. Everyone is included and participates in making Saskatoon a better place to live.

Strategy 1: Bring Together Champions to Navigate the System

Many community consultations took place to develop a clear plan. A concern that was raised by many voices was an assurance that the plan was being acted on, monitored and evaluated. Therefore, we must ensure action is taken in a way that is responsive, and accountable and respectful to the people served, the frontline agencies, funders and the general public.

A group of champions will take this plan and find ways to ensure that each part of it is being implemented. As issues emerge, these champions will brainstorm ways to manage or initiate change, informed by consultation and solid data.

| Action | Responsibility | Timeline | Progress |
|--|--|----------------------------|-------------|
| Develop Plan Steering Committee | SHIP, United Way, CAB-SH | 2015Q4 | Completed |
| Engage & Develop Strategic Partnerships | SHIP, United Way, CAB-SH | 2016 Q2 | In progress |
| Evaluation of Community Plan by Aboriginal Leaders to Support Tangible Ways for Cultural Needs to be Addressed | Aboriginal Housing and Homelessness Service Agencies, SHIP | 2016 Q4 | |
| Create Collective Action Teams, and Establish Terms of Reference and Concrete Action Plans | SHIP | Within the first 6 months | |
| Discuss innovation, resource coordination, policy issues, system gaps | Collective Action Teams, SHIP | Annually (Q3) | |
| Develop cost estimates for plan | Collective Action Teams, SHIP | Within the first 12 months | |
| Communicate achievements and challenges to broader community | SHIP | Annually (Q1) | |

Strategy 2: Determine the Homeless-Serving System’s Structure

To create a coordinated system, it is necessary to understand and involve a wide range of programs and services. Without a clear understanding of the local service delivery structure, there is a risk that we may not be as effective as we can be.

It also helps to create common definitions and outline how agencies will work together. By articulating the role of each program and how they work together (or where they fail to), we will gain valuable insights into the dynamics of the local response to homelessness and where shifts can occur to meet our common goals.

Part of the work of implementing approach is for the community to figure out who is well served

by existing supports, as well as for whom each program was intended and designed. Where serious gaps emerge, it will be necessary to target financial investment or by revamping programs and facilities.

While understanding the current landscape of Saskatoon is important, the provision of housing and services must take account of the current and future needs of the community. This is especially important in light of the City’s growth plan to 500,000. Housing and services must be planned as a partnership with service agencies and funders. Therefore, it will be necessary to review the system and housing stock annually and be proactive in our approach to addressing homelessness in Saskatoon.

| Action | Responsibility | Timeline | Progress |
|---|-------------------------------|----------------------------|----------|
| Map Homeless Serving System | SHIP | Within the first 6 months | |
| Point in Time Count Evaluation | SHIP | 2017 | |
| Housing Inventory Count | SHIP | Within the first 6 months | |
| Identify Key System Components | Collective Action Teams, SHIP | Within the first 12 months | |
| Achieve Consensus on Homeless Serving System Design and Needs | Collective Action Teams, SHIP | Within the first 12 months | |
| Review System Capacity and Identify Gaps | Collective Action Teams, SHIP | Annually | |

Strategy 3: Ensure Co-ordinated Entry and Easy Access

Centralized intake and assessment can be challenging but for people facing homelessness and for frontline agencies, it has many benefits.

For an individual or family, it means going through one door knowing that it will be the only place you need to enter in order to receive support with housing. It means you are not making multiple phone calls or struggling to find the right help. Some people experiencing homelessness find the right agencies easily, but many people struggle to find support.

A centralized approach means that whatever the person’s needs are, they will be directed towards appropriate support. Placing someone who needs a low level of support in a Permanent Supported Housing program for example, will not only fail to serve the client’s needs, but also take up valuable and limited program spaces away from someone who would benefit from them. By the same token, placing clients with complex needs that require long-term and intensive supports in a Rapid Rehousing program who exits them within 6-12 months may result in a return to homelessness.

With the established Journey Home Housing First pilot project, and more agencies planning to offer similar case management services, it was

necessary to create a centralized intake and assessment program to take on the task of screening clients for appropriate support programs. With the assistance of the Journey Home staff, SHIP funded the Saskatoon Indian and Metis Friendship Centre (SIMFC) to develop and manage the centralized intake and assessment system. The addition of the Housing Locator at The Lighthouse have been the first steps to establishing a system of Housing First support in Saskatoon. Over the past few months, SIMFC, the White Buffalo Youth Lodge and the YWCA Saskatoon have begun offering Housing First intensive case management services, assisting individuals and families that are homeless in Saskatoon.

In Saskatoon, we respect and value the organizational autonomy and wisdom of service providers to choose their own clients. Some agencies will conduct their own intake as potential clients come through their doors. Centralized intake does not diminish their individual approach to services; it is there to ensure that agencies have a place to refer clients who do not fit well into their services, while providing one easy place to seek support when experiencing homelessness.

| Action | Responsibility | Timeline | Progress |
|---|---|-----------------|-----------------|
| Develop Centralized Intake | SHIP (HPS), United Way, SIMFC, Lighthouse, Journey Home | 2015 | Completed |
| Agree upon an acuity assessment tool | HF/RRH Team | 2016 Q1 | Completed |
| Build clients referral protocols | HF/RRH Team | 2016 Q3 | In Progress |
| Develop eligibility/referral process info for frontline staff and clients | HF/RRH Housing Team, SHIP | 2016 Q4 | In Progress |
| Create city-wide knowledge of Centralized Intake | HF/RRH Team, United Way, SHIP | Ongoing | In Development |

Strategy 4: Regular Communication

Homelessness is a growing concern for our community. We hear about it in the news. There has not been enough communication about the state of homelessness in our city, what is being done, and what can be done to address the challenges we face.

The goals of enhanced communication are twofold:

- Keep the public engaged on the issue of homelessness to create the will for change; and
- Convene homeless-serving agencies more often to create better chances to come up with solutions.

Engaging the public about homelessness is extremely important. Public concern can effect change politically, as well as bring much needed investment from government, philanthropists and the business community.

There are major communications challenges around homelessness because how the public, the funders, the agencies and people affected all have different interpretations of what the problem is and what success looks like. The majority of people who hear about homelessness are worried about the impact on those who are homeless and think we can and must do better. Success will mean a real reduction in homelessness. Some people see

Communicating regularly can have a multitude of benefits, as it:

- helps identify common problems, such as discrimination by landlords, or too few spots for addictions support;
- provides an opportunity to discuss practical/policy issues, partnerships, challenges and successes.
- brings service providers and stakeholders together to plan individual interventions and coordinate support for people who are high risk or have complex needs, in a fashion comparable to the HUB Concept;

Facilitating sharing between agencies and making meetings an effective use of time will help bring our community together to work towards our common goal.

homelessness as a public safety issue, and success will mean they feel safer. Some may be concerned with the inappropriate or overuse of emergency services. No matter what the concern, we want to communicate how reducing homelessness will have a positive impact.

Currently there is popular rhetoric that reducing homelessness will save money. The fact is some programs do save taxpayers money for high-needs individuals, while for some people an additional investment is necessary. Success will be demonstrated when people experiencing homelessness are no longer forced to inappropriately use emergency services to meet the basic need of shelter, because they have secure housing. The benefit to the individual or family by moving them out of homelessness is immeasurable.

Communication between service providers is essential. There is interest in having a common table that brings service providers together in order to get everyone on the same page. However, frontline agencies are busy and under-resourced. Attending meetings takes time away from helping people. Therefore, meetings must be productive use of everyone's time. When the administration and planning for front-line meetings is consistent and we remain focused, there is a reason for service providers to participate.

| Action | Responsibility | Timeline | Progress |
|---|--|----------------------------|-----------------|
| Facilitate regular service provider discussions | SHIP | Annually Q2 | To be Initiated |
| Investigate value of convening a Case Management Support Group | SHIP, Community Engagement Action Team | Within the first 6 months | In Progress |
| Convene a Housing Placement Team that discusses barriers to success | SIMFC, Journey Home White Buffalo, YWCA,, SHIP | Bi-Monthly (Ongoing) | Completed |
| Coordinate YXE Connects Event | YXE Connects Committee | Annually | In Progress |
| Communicate achievements and challenges to broader community | SHIP, Community Engagement Action Team | Annually (Q1) | |
| Organize Homelessness Awareness and Solutions Conference | SHIP, Community Engagement Action Team | Annually | |
| Conduct Business Engagement Meetings with local business associations | SHIP, Community Engagement Action Team | Annually (Q2 & Q4) | |
| Develop Homelessness Website | SHIP | 2016 | Completed |
| Develop Communications Strategy | SHIP, Community Engagement Action Team | Within the first 12 months | To be Initiated |

Strategy 5: Continuous Improvement and Filling Gaps

In order to serve people better, it is necessary to look carefully at how effective we are at helping them. A quality service is one which is emotionally safe and culturally relevant for clients, effective and sustainable.

The fact is it is difficult to improve services when there is an incomplete picture of what is being done well and what needs to change. It is hard to celebrate successes when it is not tracked. It is hard to demonstrate the need to fund a program that is working without the “proof” attached.

Continuous improvement is about looking at what we do, how we do it, and improving how we work. This is not done in silos, but with each other, and focusing on the larger scheme in order to accomplish our community’s goals.

Together, we track outcomes, evaluate, and set goals, enabling us to identify what we want to achieve, and how we plan to get there. We continuously improve the quality of the service and safeguard high standards of care by creating an environment in which excellence in care will flourish.

In a systems-focused performance management process, we work together to:

- ✓ Evaluate the system’s impact on individuals and specific populations;
- ✓ Articulate what the system aims to achieve;
- ✓ Illustrate the level of performance expected of all services;
- ✓ Facilitate client and frontline staff participation in evaluation of quality at program and system-levels; and
- ✓ Promote service integration across the homeless-serving sector and with mainstream systems such as health and justice.

The challenge with continuous improvement is the data collection on the outcomes and impact of programs. For service providers, data collection can feel tedious and time consuming, especially when frontline pressures are overwhelming. Further, data collection without the time or resources to collect and analyze it doesn’t readily tell them anything about their clients they don’t already know. It is an unrealistic expectation that data will be collected without the resources to do it.

If agencies already know their clients, why collect the data? If collected properly, data can show demographics, trends, and where investment needs to go. Ultimately, the value of data collection must be demonstrated. Tracking how a client is served (*or more importantly, not served*) by the system is one such value-added proposition. For instance, if a referral by an agency results in a lack of appropriate service to the client, data that shows the gap in the system can work to ensure that the brokered services assist people appropriately.

Currently, the Homeless Individual and Family Information System (HIFIS) is the most widely used data collection software in Saskatoon. With the assistance of the Provincial HIFIS Coordinator, the community will work together

to identify what we want to achieve, the data necessary to understand challenges and gaps, and provide the tools and training to gather and analyze information that will help us achieve our common goals.

Data collection must also be done in a fashion that respects individual rights. The Personal Information Protection and Electronic Documents Act (PIPEDA) and the Health Information Protection Act (HIPA) must be at the forefront of what we do, for it is the only respectful way to treat each other.

Accountability to the people who are being served is the focus of data collection efforts, and services will be improved when we can demonstrate how well they are served.

| Action | Responsibility | Timeline | Progress |
|--|---|----------------------------|-------------|
| Establish a set of performance indicators | Provincial HIFIS Coordinator, Homeless Serving Agencies, SHIP | Within the first 12 months | Completed |
| Work with service providers to establish targets for success | SHIP, Homeless Serving Agencies | Within the first 12 months | In Progress |
| Identify barriers to useful data collection and analysis | SHIP, Homeless Serving Agencies, Provincial HIFIS Coordinator | Semi-Annually (Ongoing) | In Progress |
| Assist in the evaluation of service delivery | Provincial HIFIS Coordinator, SHIP, Individual Agencies | Within the first 12 months | |
| Develop a Saskatoon Report Card on Homelessness | Provincial HIFIS Coordinator, Lead agency | Within the first 12 months | |
| Conduct Point-In-Time Count | SHIP (HPS), Research Agency | 2017 | |
| Develop a Credible Registry | SHIP | 2017 | |

Priority 2: Strengthening Housing Placement and Support Programs

The gap that existed for many years was that no one was doing housing placement as a primary activity or focus. Many organizations have case managers who provide housing placement, but mostly out of necessity. Without funding, frontline organizations cannot prioritize this activity. That is changing. New pilot Housing First and Rapid Rehousing programs have been funded by the United Way of Saskatoon and Area

and the Saskatoon Housing Initiatives Partnership with funding from the Government of Canada’s Homelessness Partnering Strategy. Housing placement and the essential intensive case management supports to remain housed are taking place, but there are already extensive waiting lists. More investment is required to ensure everyone has the support they need.

Strategy 6: Reduce Homelessness through a Housing First Approach

Housing First intensive case management (ICM) takes the view that if people have stable housing, they will be in a better place to make decisions and deal with the other factors that may have led to their homelessness. It’s an approach that works for the majority of people who enter Housing First programs. In Canada, the At Home/Chez Soi project was a large, multi-site pilot project that prioritized a Housing First approach for people who are chronically and episodically homeless. The results were promising, so much so that the Government of Canada redirected the Homelessness Partnering Strategy funding to prioritize a Housing First approach to services.

In 2013, the United Way of Saskatoon and Area stepped forward to invest in a Housing First pilot project, which has had dramatic results for Saskatoon citizens who were chronically homeless. In many ways, frontline agencies have been doing Housing First with clients for years, but this is an opportunity to really target funding to intensive case management that we know works well and is based on dignity and a right to housing. Over the past year, SIMFC, the White Buffalo Youth Lodge and the YWCA Saskatoon have been funded by the Homelessness Partnering Strategy (HPS) to offer Housing First case management.

| Action | Responsibility | Timeline | Progress |
|---------------------------------------|-------------------------------------|----------------------------|----------------|
| Investment in Housing First Programs | SHIP (HPS), United Way of Saskatoon | Within the first 12 months | In Progress |
| Convene a Landlords Round-Table | SHIP | Every 6 months | In Development |
| Fidelity Assessment of HF programs | Self-Assessment compiled by SHIP | Annually (Q4) | In Progress |
| Develop Landlord Database | SHIP | Ongoing | In Progress |
| Promote sustainability of HF Programs | SHIP, HF delivery agencies | Ongoing | In Progress |

Strategy 7: Provide Individualized Housing Placement and Support Services

For many people, the barriers they face to retaining housing or exiting homelessness are not intensive. Providing individualized support to people ensures that those with less intensive needs who enter homelessness are quickly moved into housing of their choice. Sometimes

they need help with landlords or applications for housing or rental supplements. Whatever the need, individualized support can bridge people out of homelessness with the right support at the right time.

| Action | Responsibility | Timeline | Progress |
|---|-----------------------------------|----------------------------|-----------------|
| Develop Rapid Rehousing case management for mid-acuity clients. | SHIP (HPS), SIMFC, Friendship Inn | 2015 Q2 | Underway |
| Study models of delivery for housing coordination and income advisory | SHIP | Quarterly (Ongoing) | To be Completed |
| Assessment of programs | SHIP, Self-Assessment | Within the first 12 months | In Progress |
| Promote sustainability of Housing Placement and Support Programs | SHIP, Service Delivery agencies | Ongoing | In Progress |

Strategy 8: Evaluate Current Housing Placement and Support Programs Strategies to Promote Sustainability of Homeless-Serving and Housing Placement Agencies

Program evaluation of pilot projects will show what is working well and where to channel or increase investment. It’s critical to be able to show the benefits of housing placement -- that it reduces inappropriate use of health care and corrections resources and over the long-term stabilizes families to reduce interaction with child protection services and provides stability for children and youth. Sometimes the intangibles are hard to determine, but there is data and the voice of those served.

transition services as homelessness is reduced. When women leave bad relationships and when youth find themselves addicted and broke, services need to be there, even if we end homelessness. When people are evicted, shelters need to be open. Shelters protect people from freezing to death in our prairie winters. They are not the end, but part of a well-functioning system of care. With over 1,958 unique people using shelters in 2015, and only 104 estimated as regular shelter users, we have a need for this essential support (HIFIS data 2015).

Our shelters are extremely valuable and we need to ensure they remain sustainable to provide

| Action | Responsibility | Timeline | Progress |
|--|---------------------------------|---------------------|-----------------|
| Explore alternate funding models and methods of service delivery to adapt to changing circumstances and critical service needs | Homeless Serving Agencies, SHIP | Ongoing | Underway |
| Utilize program evaluation as a catalyst for appropriate resource allocation and to promote needed investments | Homeless Serving Agencies, SHIP | Quarterly (Ongoing) | To be Completed |

Strategy 9: Capacity Development

Training and technical assistance across the homeless-serving sector not only promotes a high quality of care, it also ensures that best practices are used and appropriate management of risk is accounted for when providing services.

Sometimes specialized training is needed to ensure that clients are served effectively. We are committed to the principle of cultural competency and know that homelessness for Aboriginal people is clearly linked to our colonial past and ongoing inequality in Canada.

Through training, our community will increase potential to achieve measurable and sustainable

results, and create a high standard of care and treatment for people in need through a well-designed training plan from frontline staff to management to volunteers.

There are financial and logistical obstacles that inhibit front-line homeless-service agencies from receiving training. Collective Action Teams will work together to identify needs and funding sources required to improve access to training and technical assistance in Saskatoon.

The hope of this strategy is to create a culture of continuous improvement to ensure our clients are served well.

| Action | Responsibility | Timeline | Progress |
|--|---------------------------------|-----------------------|-----------------|
| Create training and development plan | Homeless Serving Agencies, SHIP | 2017 Q1 | Underway |
| Training for staff on roles and responsibilities | Homeless Serving Agencies, SHIP | Bi-Annually (Ongoing) | To be Completed |
| Assessment of training effectiveness | Survey of participants | Annually (Q1) | In Progress |

Priority 3: Prevention

During the community consultations, prevention was seen as key, especially for families and youth. Prevention means making sure that homelessness is avoided or supporting a move from inappropriate housing that is not affordable or safe. Stabilizing individuals and families by ensuring that they remain in a home they choose prevents homelessness and the trauma that comes with it. Prioritizing prevention will also mean working within institutions, so that people do not go from reserve, jail, foster care, an abusive relationship, parental home or maternity ward to homelessness.

Saskatoon is home to several of the most effective prevention programs in Canada, meeting people where they are at and seeing incredible results. We recognize that these

initiatives are strategic and effective for the populations they target. However, some people are still falling through the cracks into homelessness and need short-term support, financial or otherwise, to remain housed.

Key strategies that prevent homelessness include affordable housing, income supplements, eviction prevention programs, front-line community care supports, supportive housing, transitional housing and direct payments to landlords. We also need to expand, build on and strengthen the successful prevention programs that exist, tying our efforts to the *Saskatchewan Poverty Reduction Strategy* in that we both seek to enhance supportive available housing options and improve access to subsidized rental housing for individuals and families in greatest need.

Strategy 10: Recognizing & Building on Successful Programs that are Preventing Homelessness

Preventing homelessness has been a key priority in Saskatoon for many years, and has led to several grassroots efforts to meet people where they are at and offer the support they need in order to avoid crisis in their lives. Local organizations, such as CUMFI and EGADZ, are known across Canada for the work they are doing to create change in the lives of families and youth. The Lighthouse Supported Living Inc. has expanded its services to include supported housing for people with complex social needs and a stabilization shelter for people who are manageably intoxicated, while hiring case managers to move people from shelter into housing. The John Howard Society of Saskatoon, the Elizabeth Fry Society, AIDS Saskatoon and the YWCA all work with people in crisis situations to

stabilize them and help them find housing. The Saskatoon Tribal Council, CUMFI and programs like Kids First are working with families to ensure they have their needs met. These organizations are seeing profound results that often do not receive enough accolades. We are proud of this work.

Through their prevention work, organizations working at capacity are aware of the gaps. They have waiting lists, some people need more intensive or different support than they can provide, and sometimes their work is time-limited. Together we can see prevention as a multi-faceted approach from income to financial management to anti-racism training to front-line community care workers.

| Action | Responsibility | Timeline | Progress |
|---|----------------|----------------------------|----------|
| Profile local stakeholder organizations on homelessness website | SHIP | Quarterly | |
| Develop a best practices/service provider recognition as part of communication strategy | SHIP | Within the first 12 months | |

Strategy 11: Prevention Happens when People Stay Housed

If people remain housed, paying their rent on time, receiving support that they need to clean, cook and manage negative influences, then homelessness is prevented. For families, when they can feed their kids without a struggle and pay rent, then homelessness is prevented.

Some of the ideas that surfaced in the community consultations are exciting and show

that this community is thinking outside the box to make prevention a real priority. One potential innovation is a community care and outreach program, which includes supports to help people pay rent on time, clean and cook, and receive social support to maintain positive decision-making.

| Action | Responsibility | Timeline | Progress |
|--|------------------------------|-----------------|-----------------|
| Develop eviction prevention protocols for placement programs | Individual Non-Profits, SHIP | 2016 Q2 | Underway |
| Develop eviction prevention programs (i.e. rent bank, matched savings plans) | SHIP | Year 2-5 | To be Completed |
| Investigate the potential impact of community care and outreach programs | SHIP | Year 2 | In Progress |
| Research innovative approaches to curbing food insecurity, especially for families | Food Bank, CHEP, SHIP | Year 3 | |

Strategy 12: Prevention Means Supporting People in a More Intense Way

Every frontline worker has seen clients come for services and thought we need to find a different way to intervene before it's too late. Maybe it's a youth who needs a mentorship program that is street-wise. Maybe it's rapid access to addictions support for a young woman leaving the sex

trade. Maybe it is access to counselling or a cultural connection. Supporting people in a more intense way when they are demonstrating vulnerability or risk factors can be the moment that homelessness is prevented. We can improve in this area.

| Action | Responsibility | Timeline | Progress |
|--|--|----------------------------|-----------------|
| Develop recommendations to improve access to culturally appropriate counselling and healing practices | STC, CUMFI, SIMFC, Camponi Housing, SHIP | 2017 | To be Completed |
| Address gaps in services for children and youth | SHIP | Year 2-5 | To be Completed |
| Develop discharge planning protocols | Individual Agencies, SHIP | Within the first 12 months | To be Completed |
| Interview front-line workers and first-voice individuals to gain better understanding of prevention support needs in Saskatoon | SHIP | Within the first 12 months | |

Priority 4: The Solution to Homelessness is Housing

It seems simple — that the solution to homelessness is housing. But it is essential that housing case managers have units that are available, including supported living, affordable market, social housing or non-profit units. The Community Advisory Board on Saskatoon Homelessness, which helps assess funding decisions for HPS, has emphasized the need for capital investments. An investment in building a supported living or transitional unit creates long-term value. All levels of government must

prioritize affordable rental housing as the cornerstone of a stable society. When there is enough housing and it is affordable, fewer people become homeless. The need for a diverse range of housing types is also critical. Some people simply need support and flexibility to leave homelessness. Increasing housing units with support, or low barrier housing, will create the stability that will allow people to escape the street.

Strategy 13: Increase Affordable Housing Supply

Every community consultation has concluded with the priority of increasing the amount of affordable housing. In 2007, housing prices tripled and rental prices doubled. People who were previously housed were homeless, at risk or in extreme core housing need, unable to afford to live. The situation has improved, but

more targeted investment is required. Many years of unprecedented population growth has led to a crisis. Local and provincial leaders have recognized this need and now we are beginning to see an approach that values units geared to what people can truly afford, and can be maintained for years to come.

| Action | Responsibility | Timeline | Progress |
|---|--|----------------------------|-----------------|
| Establish targets for affordable housing by demographic | Collective Action Teams, SHIP, City of Saskatoon | Within the first 12 months | To be Completed |
| Promote development of affordable housing to meet needs in Saskatoon | SHIP, City of Saskatoon | Ongoing | To be Completed |
| Discuss Saskatoon affordable housing program needs with Sask Housing Corp | SHIP, City of Saskatoon, Individual Agencies | Year 2-5 | To be Completed |

Strategy 14: Increase Alternative Housing Options

Some people’s life circumstances and complex needs require a different approach to successfully bridge them out of homelessness. Sometimes this means long-term supported housing. It may mean supported low-barrier housing that accounts for unique needs the should be addressed. It may involve housing groups of people who found support together during a time of crisis and became a chosen family. It could mean micro-units. The frontline workers who work with chronically homeless individuals see that there are some people who will not do well in market housing, or living independently will put them at risk. Leaving them homeless is not humane. We can create new options -- alternatives for those who need something different to meet their housing and social needs.

| Action | Responsibility | Timeline | Progress |
|--|-----------------------|-----------------|-----------------|
| Create specialized housing units where people with an addiction are supported in their independence. | To be determined | 2017 | To be Completed |
| Establish housing with a managed alcohol program | To be determined | 2017 | To be Completed |
| Increase support for existing complex needs supported housing services | To be determined | 2017 | To be Completed |

MOM AND BABY MOVING FORWARD

The vast majority of people experiencing homelessness only need a hand up in order to locate income supports and find permanent housing. The Rapid Rehousing program at partner agencies The Friendship Inn and Saskatoon Indian and Métis Friendship Centre is offering this support.

After an argument with a domestic partner, 21-year-old Emily found herself 4 months pregnant and homeless, forced to couch surf with relatives. The homes she was able to crash at were overcrowded, and “sketchy.” At one relative’s home, she stayed at there were cockroaches and she sensed there were drugs and illegal activities happening in neighbouring units. Fights and alcohol abuse were also very common. “The apartments I was staying in were not safe for me or the baby. A child protection worker was concerned about the living conditions. It was really bad, dirty.”

Emily had been homeless for many years as a small child, frequently in and out of family shelters and transitional programs for families affected by domestic violence. She remembers that once their stay had expired at a shelter, sometimes they would have to move to a shelter in another city just to stay off the street. There never seemed to be help available to move from the shelter to stable housing. Having experienced this trauma, she wanted a different life for her baby and began seeking help.

At the Friendship Inn, Emily found a solution—she met a case manager who could help her find housing and support. Her Rapid Rehousing case manager coordinated with income support, helped her look at apartments, took her to the food bank and helped her access prenatal care. She also received emotional support from her case manager when meeting with government workers. Before baby Maya was born, Emily was able to find an apartment she could afford and have everything in place to welcome her baby. Emily’s first baby had tragically passed away shortly after birth a couple years before, which made the birth of this baby even more exciting and anticipated.

Emily has big goals for the future. Once Maya is a little older, Emily plans to upgrade her high school and go to SIAST. Eventually, she hopes to become a counsellor and help families who have experienced infant or child loss. At her young age, Emily is clearly moving forward and making good decisions.

What Will Success Look Like Along the Way?

Increases in the number of individuals and families supported

- 150 people experiencing chronic and episodic homelessness will be housed by 2019
- Expansion of case management services will provide housing support for an additional 45 people by 2019

Preventing Homelessness

- A decrease in the number of unique individuals needing emergency shelter, short term stays and for crisis situations only
- Establishment of a rent or utility bank
- Widespread knowledge of tenant rights and landlord responsibilities

Increased amount of affordable housing alternatives

- A decrease in waiting lists, and an expansion in the number of appropriate and affordable rental and ownership housing alternatives that keeps pace with population growth at minimum.

Improved quality of life for those served by the system

- A survey of those who have lived experience of homelessness shows they have choices and alternatives to homelessness and report (according to their own definition) improvement in their well-being;

Improved teamwork between all parts of the homeless service system

- A survey of service providers will report satisfaction in their work and acknowledge that they are working together effectively to support actions to reduce homelessness.
- A data sharing agreement to improve service coordination

Improved reporting and evaluation

- Creation of a credible registry with a street needs evaluation to guide decision making
- Development of a Homelessness Report Card for Saskatoon

Conclusion

Although this action plan establishes the priorities, strategies and action items to overcome homelessness, we must recognize that every person is unique and there are common systemic issues, such as poverty, colonialism, racism and discrimination, which impact particular groups in our community. Homelessness is more prevalent in certain groups, especially among First Nations and Métis people. Supports and policies must be structured to assist these groups competently. The approach to this plan must be person-centred, which recognizes the unique needs of youth, families with children, people with disabilities, women, immigrants, seniors and other vulnerable populations.

As we implement this action plan, we will see people, first, rather than labels or issues. We must work with people to understand their history, evaluate their present conditions, and identify meaningful change in their lives. We must provide individuals and families with choice for support and providers, which are flexible to meet their needs. We must also align our system structures and processes to respond to cultural diversity, and foster community connections.

An end to homelessness requires changes to our system, tackling complex social issues, understanding cultural competency, and undertaking a person-centred approach. This is a significant challenge, but one that we must make in order to meet the needs of people in our community.

Our Vision: ***“Homelessness in Saskatoon is rare, brief and does not reoccur”*** is ambitious and a challenge for Saskatoon.

Over the next few years, stars will have to align to make all the strategies and actions work in

synchronicity and produce measurable outcomes. While we are working to fulfill this plan effectively there will be difficult times and undoubtedly set-backs and road blocks will occur as the community strives to collaborate for complex, but worthwhile change. Ensuring enough of the right resources in the right places will be frustrating and will take honest, passionate debate and courageous decision-making. It will be important for the community to cheer each other on when the going gets rough; however, this plan has been deliberately designed to be based on the strengths already working among many agencies organizations and individuals. As this plan states at the outset, “a roadmap has been developed and the journey towards changing how we approach homelessness has begun”.

As the journey proceeds, there will need to be ways to reflect on the efforts and record outcomes and goal achievements. A report card charting progress (and setbacks too) will have to be produced regularly and some course correction decided so those involved know where they are on the map. Yet, it is important to be able to speak to a wider audience – our community at large -about how the Plan is going and what is being achieved.

As the Plan makes progress towards the Vision, people like Leonard and Skipper, Wallace and Julia, Angie and others who have lived on the streets of Saskatoon will be helped to find stable permanent housing and participate as full community members. There will be progress when those who find themselves temporarily homeless including families and their children are immediately provided with safe short term accommodation and rapidly re-housed as soon as possible.

Appendix A: From Awareness to Planning

Community Consultations and Creating Champions to End Homelessness

The action plan priorities and strategies were drawn from several community consultations about homelessness that happened in Saskatoon from 2010 to 2014. Housing affordability reached critical levels 2007 and 2008, with rental prices doubling and purchase prices tripling. Homelessness became a more visible problem, with community agencies scrambling to offer support. Homelessness was not a new problem, but greater awareness and the significant decrease in affordable housing, led to a desire for change.

Since 1999, Saskatoon had been one of the cities in Canada earmarked for federal funding to prevent and reduce homelessness through the Homelessness Partnering Strategy (HPS). The HPS allowed grassroots input on funding allocations through the Community Advisory Board on Saskatoon Homelessness (CAB-SH, formerly the Saskatoon Homelessness Advisory Committee). The CAB-SH has representatives from community agencies, Aboriginal organizations and government departments that work with people experiencing homelessness.

In partnership with the City of Saskatoon and Service Canada, the CAB-SH commissioned a broad community consultation in 2010 to look at how Saskatoon should respond to homelessness. The resulting report was called “The Saskatoon Housing and Homelessness Plan” and was used to guide HPS funding decisions from 2011-2014. This first housing and homelessness plan identified the need to increase the availability of emergency, supportive and transitional housing, share knowledge and research, youth homelessness, Housing First and an increase in affordable housing. The report also indicated that the Housing First philosophy offered potential solutions. This philosophy centres around getting people into

permanent housing as quickly as possible, supporting them to remain housed and bringing in the supports they require to address their challenges to remaining housed (such as addictions or mental health). In 2012, Saskatoon Housing Initiative Partnership (SHIP) was contracted by Service Canada as the “Community Entity” to work on implementing the plan and managing the HPS funding for Saskatoon, in partnership with the CAB-SH.

Interest in Housing First as a way to address homelessness continued to increase in Saskatoon, and a Housing First Task Force was struck to further the initiative. In November 2011, the Housing First Task Force hosted a homelessness summit in which representatives from the Calgary Homelessness Foundation discussed the situation and successes in their city. In the same year, the Safe Streets Commission was created, seeking to reduce criminal and problematic activity on the street by isolating the long-term issues of why visibly homeless people are on the streets and what could be done.

Learning from the success of other communities through the 7 Cities Summit in Alberta, and the At Home/Chez Soi national initiative, interest in bringing Housing First to our city solidified. The City of Saskatoon issued a report which indicated that Housing First was the ideal solution to homelessness and they created a task force. The City’s report acknowledged that existing agencies were already providing some of the elements of Housing First, but highlighted the need for further capacity building and increased coordination. Many community leaders were now convinced that Housing First should be part of a coordinated approach to ending homelessness in Saskatoon.¹

¹City of Saskatoon, “Saskatoon Interim Case Study: Partnership for Health Systems Improvement – Transforming Housing and Treatment Services for

Chronically Homeless Persons with Mental Illness,” May 7, 2015.

The two main groups that began to drive the process of Housing First were the United Way of Saskatoon and Area and the Saskatoon Housing Initiatives Partnership (SHIP).

As a next step towards promoting greater action on homelessness, the United Way sponsored a homeless Point-In-Time count in 2012 to develop a clearer picture of the problem and to understand the change in homelessness since the previous count in 2008. On September 24, 2012, the Community-University Institute for Social Research (CUISR) found that there were 379 people without permanent housing.

In May 2013, the United Way's Plan to End Homelessness Committee conducted a two-day facilitated charrette to gain insight from community partners on what should be done about homelessness. The result was the Plan to End Homelessness (P2EH), with five main strategies and 72 recommendations. The United Way announced it would lead the plan for two years, and developed P2EH Leadership Committee comprised of people with backgrounds in business, real estate, Saskatoon Tribal Council, finance, media relations, government organizations and policy, and those with lived experience.

One of the key outcomes from the charrette was the creation of the Housing First pilot project (since renamed *Journey Home*) which focussed on providing Housing First initially to the chronic long-term homeless people identified by the Saskatoon Safe Streets Commission in 2013. The first individuals identified drew heavily on the Saskatoon Police Service, hospital emergency wards, as well as mental health, addictions and justice system services. Saskatoon Crisis Intervention Service was chosen as the host agency for the Journey Home team to

support chronically homeless individuals find housing and support. That program has grown and further developed to provide intense case management to 40 chronically and episodically homeless individuals and will continue to expand in the years to come through United Way support.

In early 2014, with the renewal of the Homelessness Partnering Strategy (HPS) funding until 2019, SHIP began to update the community plan priorities and build on the strength of the previous achievements. Research was conducted to map the city's assets, assess needs and identify gaps. In July 2014, SHIP hosted a stakeholder forum, which was attended by Aboriginal and non-Aboriginal service providers, government representatives, and volunteer agencies. This forum helped outline the community's preferred model for implementing Housing First and funding priorities, and laid the foundation for actions moving forward. This community consultation helped establish the priorities to provide rapid rehousing for people whose needs were less acute than those served by the Journey Home team, to develop a system for centralized intake and assessment, to provide a housing locator, to develop a Housing First logic model, and to create a coordinated data management and evaluation plan.

So much effort from community stakeholders went into the attending the consultations, setting priorities and then working together on teams to begin action on different priorities. In the process, we have seen many champions come forward, ready to prevent and end homelessness.

This action plan honours the hard work that went into planning and developing priorities. The actions associated with each priority are tangible ways for us to move forward as a community.

Appendix B: Housing First 101

The response to homelessness typically relies upon shelters for emergency housing and acute care services, such as emergency room visits, for health care. This is now being considered a costly and ineffective method for dealing with these issues. It is estimated that homelessness costs \$7 billion annually in health care, justice and social service use.² There is a growing trend in communities to use the Housing First approach, which was developed in New York City by Pathways to Housing, which involves the immediate provision of permanent housing and supports to people who are experiencing homelessness and living with serious mental illness. This approach uses principles of immediate access to housing with no housing

readiness conditions, consumer choice and self-determination, recovery orientation (including harm reduction), individualized and person-driven supports, and social and community integration.

In 2008 the federal government invested \$110 million for At Home/Chez Soi, a five-year research demonstration project to help understand the potential of Housing First in Canadian communities. Service teams were created in Vancouver, Winnipeg, Toronto, Montreal and Moncton and each received training and technical assistance. Local adaptations to the program model were encouraged to meet local needs.

Some of the key findings from this project included:

- Housing First can be effectively implemented in Canadian cities of different sizes and different ethno-racial and cultural composition. The approach was successfully adapted to serve Aboriginal people, immigrants, and other ethno-racial groups in a culturally-sensitive manner.
- Housing First rapidly ends homelessness. Participants who rapidly obtained their housing retained it at a much higher rate than the treatment as usual.
- Housing First is a sound investment as the economic analysis discovered many cases of cost savings for the chronically homeless.
- It is Housing First but not Housing Only. This approach moved people away from many types of crisis, acute and institutional services and towards more community and outreach basis services.
- Having a place to live and the right supports can lead to other positive outcomes above and beyond those provided by existing services. Participants also demonstrated better quality of life and community functioning outcomes.
- There are many ways in which Housing First can change lives. Participants indicated fewer negative experiences through this approach.
- Getting Housing First right is essential to optimizing outcomes. Participants experienced better housing stability, improved quality of life, and positive community functioning.

The implications for this research are that Housing First is an effective, pragmatic and

humane approach to address homelessness. It improves access to community services and

² [Vancouver Sun: Gregor Robertson makes mental health Vancouver's new priority.](#)

leads to overall cost effectiveness. To achieve the best outcomes, Housing First programs should adhere to its core principles with some room for local adaptation. To effectively implement Housing First, partnerships and collaboration across government, communities and service sectors is required. Housing First may need to be adapted to meet the needs of specific sub-populations, such as families, women or youth. Finally, policies and funding that address the lack of affordability housing is required.

The School of Public Policy at the University of Calgary has also played a leading role in researching this approach. It emphasizes that the implementation of Housing First requires a difficult and systematic process, beginning with planning and strategy development that recognizes how every part of the homeless-serving system will coordinate around the Housing First philosophy. In many communities, the entire organizational infrastructure will have to be re-aligned in such a way that clients can be assessed by their needs using standardized methods across all agencies while reducing duplication of services across agencies. An important component is an effective and

integrated information management system so that different agencies can know what services are (and aren't) being provided to each client. There must also be a formal system of performance management and quality assurance to clarify whether systems are operating as efficiently as they should and if the condition of clients is improving.

It should be recognized that program models vary significantly depending upon the population served so what works in one city may not work in another. Although there are lessons to be learned from other jurisdictions, there is a need for a made-in-Saskatoon approach.

The vast majority of homeless individuals and families fall into homelessness after a housing or personal crisis that led them to seek help from the homeless assistance system. For these families and individuals, the Housing First approach is ideal, as it provides them with assistance to find permanent housing quickly and without conditions. In turn, these people often need surprisingly little support or assistance to achieve independence, saving the system considerable costs.

Appendix C: Action Plan

Priority 1: System Coordination and Innovation

Strategy 1: Bring together Champions to Navigate the System

| Action | Responsibility | Timeline | Progress |
|--|--|----------------------------|-------------|
| Develop Plan Steering Committee | SHIP, United Way, CAB-SH | 2015Q4 | Completed |
| Engage & Develop Strategic Partnerships | SHIP, United Way, CAB-SH | 2016 Q2 | In progress |
| Evaluation of Community Plan by Aboriginal Leaders to Support Tangible Ways for Cultural Needs to be Addressed | Aboriginal Housing and Homelessness Service Agencies, SHIP | 2016 Q4 | |
| Create Collective Action Teams, and Establish Terms of Reference and Concrete Action Plans | SHIP | Within the first 6 months | |
| Discuss innovation, resource coordination, policy issues, system gaps | Collective Action Teams, SHIP | Annually (Q3) | |
| Develop cost estimates for plan | Collective Action Teams, SHIP | Within the first 12 months | |
| Communicate achievements and challenges to broader community | SHIP | Annually (Q1) | |

Strategy 2: Determine the Homeless-Serving System's Structure

| Action | Responsibility | Timeline | Progress |
|---|-------------------------------|----------------------------|----------|
| Map Homeless Serving System | SHIP | Within the first 6 months | |
| Point in Time Count Evaluation | SHIP | 2017 | |
| Housing Inventory Count | SHIP | Within the first 6 months | |
| Identify Key System Components | Collective Action Teams, SHIP | Within the first 12 months | |
| Achieve Consensus on Homeless Serving System Design and Needs | Collective Action Teams, SHIP | Within the first 12 months | |
| Review System Capacity and Identify Gaps | Collective Action Teams, SHIP | Annually | |

Strategy 3: Ensure Co-ordinated Entry and Easy Access

| Action | Responsibility | Timeline | Progress |
|---|---|-----------------|-----------------|
| Develop Centralized Intake | SHIP (HPS), United Way, SIMFC, Lighthouse, Journey Home | 2015 | Completed |
| Agree upon an acuity assessment tool | HF/RRH Team | 2016 Q1 | Completed |
| Build clients referral protocols | HF/RRH Team | 2016 Q3 | In Progress |
| Develop eligibility/referral process info for frontline staff and clients | HF/RRH Housing Team, SHIP | 2016 Q4 | In Progress |
| Create city-wide knowledge of Centralized Intake | HF/RRH Team, United Way, SHIP | Ongoing | In Development |

Strategy 4: Regular Communication

| Action | Responsibility | Timeline | Progress |
|--|--|-------------------------------------|--------------------------|
| Facilitate regular service provider discussions | SHIP | Annually Q2 | To be Initiated |
| Investigate value of convening a Case Management Support Group | SHIP, Community Engagement Action Team | Within the first 6 months | In Progress |
| Convene a Housing Placement Team that discusses barriers to success Coordinate YXE Connects Event | SIMFC, Journey Home White Buffalo, YWCA,, SHIP YXE Connects Committee | Bi-Monthly (Ongoing) Annually | Completed In Progress |
| Communicate achievements and challenges to broader community | SHIP, Community Engagement Action Team | Annually (Q1) | |
| Organize Homelessness Awareness and Solutions Conference | SHIP, Community Engagement Action Team | Annually | |
| Conduct Business Engagement Meetings with local business associations | SHIP, Community Engagement Action Team | Annually (Q2 & Q4) | |
| Develop Homelessness Website | SHIP | 2016 | Completed |
| Develop Communications Strategy | SHIP, Community Engagement Action Team | Within the first 12 months | To be Initiated |
| Facilitate regular service provider discussions | SHIP | Annually Q2 | To be Initiated |

Strategy 5: Continuous Improvement and Filling Gaps

| Action | Responsibility | Timeline | Progress |
|--|---|---|-----------------|
| Establish a set of performance indicators | Provincial HIFIS Coordinator, Homeless Serving Agencies, SHIP | Within the first 12 months | Completed |
| Work with service providers to establish targets for success | SHIP, Homeless Serving Agencies | Within the first 12 months | In Progress |
| Identify barriers to useful data collection and analysis | SHIP, Homeless Serving Agencies, Provincial HIFIS Coordinator | Semi-Annually | In Progress |
| Assist in the evaluation of service delivery | Provincial HIFIS Coordinator, SHIP, Individual Agencies | (Ongoing) Within the first 12 months | |
| Develop a Saskatoon Report Card on Homelessness | Provincial HIFIS Coordinator, Lead agency | Within the first 12 months | |
| Conduct Point-In-Time Count | SHIP (HPS), Research Agency | 2017 | |
| Develop a Credible Registry | SHIP | 2017 | |
| Establish a set of performance indicators | Provincial HIFIS Coordinator, Homeless Serving Agencies, SHIP | Within the first 12 months | Completed |

Priority 2: Strengthening Housing Placement and Support Programs

Strategy 6: Reduce Homelessness through a Housing First approach

| Action | Responsibility | Timeline | Progress |
|---------------------------------------|-------------------------------------|----------------------------|-----------------|
| Investment in Housing First Programs | SHIP (HPS), United Way of Saskatoon | Within the first 12 months | In Progress |
| Convene a Landlords Round Table | SHIP | Every 6 months | In Development |
| Fidelity Assessment of HF programs | Self-Assessment compiled by SHIP | Annually (Q1) | In Progress |
| Develop Landlord Database | SHIP | Ongoing | In Progress |
| Promote sustainability of HF Programs | SHIP, HF delivery agencies | Ongoing | In Progress |

Strategy 7: Provide Individualized Housing Placement and Support Services

| Action | Responsibility | Timeline | Progress |
|---|-----------------------------------|--|--------------------------------|
| Develop Rapid Rehousing case management for mid-acuity clients. | SHIP (HPS), SIMFC, Friendship Inn | 2015 Q2 | Underway |
| Study models of delivery for housing coordination and income advisory Assessment of programs | SHIP SHIP, Self-Assessment | Quarterly (Ongoing) Within the first 12 months | To be Completed In Progress |
| Promote sustainability of Housing Placement and Support Programs | SHIP, Service Delivery agencies | Ongoing | In Progress |
| Develop Rapid Rehousing case management for mid-acuity clients. | SHIP (HPS), SIMFC, Friendship Inn | 2015 Q2 | Underway |

Strategy 8: Evaluate current housing placement and support programs strategies to promote sustainability of homeless-serving and housing placement agencies

| Action | Responsibility | Timeline | Progress |
|--|---------------------------------|------------------------|-----------------|
| Explore alternate funding models and methods of service delivery to adapt to changing circumstances and critical service needs | Homeless Serving Agencies, SHIP | Ongoing | Underway |
| Utilize program evaluation as a catalyst for appropriate resource allocation and to promote needed investments | Homeless Serving Agencies, SHIP | Quarterly (Ongoing) | To be Completed |

Strategy 9: Capacity Development

| Action | Responsibility | Timeline | Progress |
|--|---|---|--------------------------------|
| Create training and development plan | Homeless Serving Agencies, SHIP | 2017 Q1 | Underway |
| Training for staff on roles and responsibilities Assessment of training effectiveness | Homeless Serving Agencies, SHIP Survey of participants | Bi-Annually (Ongoing) Annually (Q1) | To be Completed In Progress |
| Create training and development plan | Homeless Serving Agencies, SHIP | 2017 Q1 | Underway |

Priority 3: Prevention

Strategy 10: Recognizing & building on successful programs that are preventing homelessness

| Action | Responsibility | Timeline | Progress |
|---|----------------|----------------------------|----------|
| Profile local stakeholder organizations on homelessness website | SHIP | Quarterly | |
| Develop a best practices/service provider recognition as part of communication strategy | SHIP | Within the first 12 months | |

Strategy 11: Prevention happens when people stay housed

| Action | Responsibility | Timeline | Progress |
|--|------------------------------|----------|-----------------|
| Develop eviction prevention protocols for placement programs | Individual Non-Profits, SHIP | 2016 Q2 | Underway |
| Develop eviction prevention programs (i.e. rent bank, matched savings plans) | SHIP | Year 2-5 | To be Completed |
| Investigate the potential impact of community care and outreach programs | SHIP | Year 2 | In Progress |
| Research innovative approaches to curbing food insecurity, especially for families | Food Bank, CHEP, SHIP | Year 3 | |

Strategy 12: Prevention means supporting people in a more intense way

| Action | Responsibility | Timeline | Progress |
|--|--|----------------------------|-----------------|
| Develop recommendations to improve access to culturally appropriate counselling and healing practices | STC, CUMFI, SIMFC, Camponi Housing, SHIP | 2017 | To be Completed |
| Address gaps in services for children and youth | SHIP | Year 2-5 | To be Completed |
| Develop discharge planning protocols | Individual Agencies, SHIP | Within the first 12 months | To be Completed |
| Interview front-line workers and first-voice individuals to gain better understanding of prevention support needs in Saskatoon | SHIP | Within the first 12 months | |

Priority 4: The Solution to Homelessness is Housing

Strategy 13: Increase affordable housing supply

| Action | Responsibility | Timeline | Progress |
|---|--|----------------------------|-----------------|
| Establish targets for affordable housing by demographic | Collective Action Teams, SHIP, City of Saskatoon | Within the first 12 months | To be Completed |
| Promote development of affordable housing to meet needs in Saskatoon | SHIP, City of Saskatoon | Ongoing | To be Completed |
| Discuss Saskatoon affordable housing program needs with Saskatchewan Housing Corp | SHIP, City of Saskatoon, Individual Agencies | Year 2-5 | To be Completed |

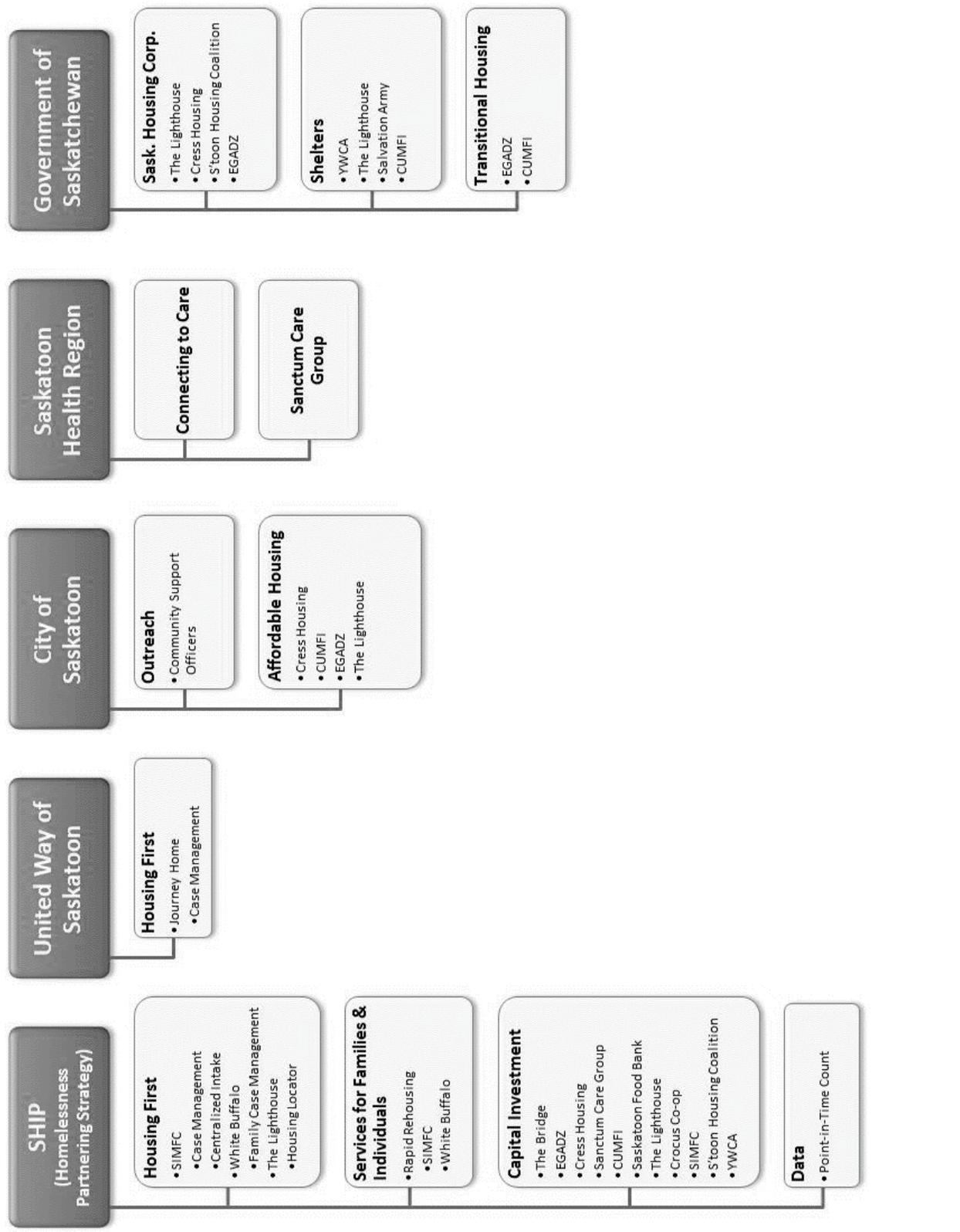
Strategy 14: Increase Alternative Housing Options

| Action | Responsibility | Timeline | Progress |
|--|------------------|----------|-----------------|
| Create specialized housing units where people with an addiction are supported in their independence. | To be determined | 2017 | To be Completed |
| Establish housing with a managed alcohol program | To be determined | 2017 | To be Completed |
| Increase support for existing complex needs supported housing services | To be determined | 2017 | To be Completed |

Appendix D: Timeline for Transition of SHIP

| Activity | Timeline |
|--|-------------------|
| Final Draft of Action Plan Completed | 2016 Q2 |
| Approval of Action Plan by SHIP Board, United Way P2EH Committee and CAB-SH | 2016 Q2 |
| Update on progress to Steering Committee | Ongoing |
| Recruit new SHIP Board members | 2016 Q3 |
| SHIP begins to undertake activities outlined in the Action Plan | 2016 Q3 |
| Review SHIP Mandate and Bylaws | 2016 Q3 |
| SHIP Annual General Meeting to amend bylaws and elect new Board members | 2016 Q3 |
| SHIP recruit additional staff to facilitate activities of the Action Plan | 2016 Q4 |
| SHIP update on progress to on plan to stakeholders | 2016 Q4 |
| Recruit members for Collective Action Teams | 2016 Q4 – 2017 Q1 |
| Present Action Plan at a Community Gathering | 2016 Q4 |
| Dissolve Plan Steering Committee | 2016 Q4 |
| SHIP officially undertakes Lead Agency Role for the Homelessness Action Plan | 2016 Q4 |
| Present Action Plan to City Council | 2017 Q1 |

Appendix E: Funders and Programs in Saskatoon



Appendix F: Collective Impact Guidelines

The oversight process and responsibilities will focus on Community Collective Impact. Collective Impact is not just a new term for collaboration. Instead, it represents a fundamentally different approach to achieving large-scale impact:

- Funders and agencies understand that social problems, and their solutions, arise from the complexity of the system and how people and organizations interact within that system;
- Progress depends on working towards the same goal and measuring the same things
- Large scale impact depends on increasing multi-sector alignment and learning among many organizations
- Not for profit, corporate and government organizations are all essential partners
- Organizations actively coordinate their action and share lessons learned to continuously improve outcomes

There are number of important responsibilities as the lead organization. Specifically, the lead agency will:

- **Set the tone for cooperation**
 - In some cases, agencies compete for the same funding resources. It is the purpose of the lead agency to rise above this competition and help find ways for agencies to cooperate in completing the shared vision and goals.
- **Give “authority” to partnering organizations**
 - In multi-agency projects such as this, there are rarely direct lines of authority between cooperating groups or agencies. It is the role of the lead agency to make sure the means and mechanisms of collaboration and mutual benefit are in place to get things done.
- **Represent stakeholders that do not directly on the board or action teams**
 - A group can only have a limited number of members. It is the job of the lead agency to represent those that do not have a direct representative in the oversight structure.
- **Ensure equality in decision-making**
 - As the lead agency, make sure the project or initiative meets the needs of as many parties as possible. This means it must fairly weigh all requests and act impartially to do the most good with the resources it has available.
 -

To promote Community Impact, SHIP will seek to have Board and committee members who:

- Have a progressive understanding of homelessness;
- Are visionary, with a strategic, forward-thinking perspective;
- Can provide wide contacts throughout the community;
- Are active professionals in the community and in various circles;
- Understand human dynamics and relationship building;
- Are respected across the community for their passion for housing and homelessness;
- Are experienced with organizational development;
- Have the authority to make executive-level change;
- Have integrity;
- Can leave their personal agendas behind;
- Have a desire to communicate, lead and facilitate change; and
- Are able to consistently provide assistance, guidance and support.

ⁱ <http://homelesshub.ca/blog/how-does-homelessness-affect-early-childhood-development>; <http://homelesshub.ca/resource/homelessness-and-its-effects-children>

ⁱⁱ <http://homelesshub.ca/resource/how-many-people-die-result-homelessness>; <http://homelesshub.ca/resource/how-does-sexualized-violence-contribute-homelessness>

2017

FOSTERING COLLECTIVE ACTION: SOLUTIONS TO HOMELESSNESS AND AFFORDABLE HOUSING IN SASKATOON

A PROPOSAL TO THE CITY OF SASKATOON



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The Need to Address Housing Insecurity in Saskatoon

Housing can be described on a continuum. At one end are those individuals and families experiencing absolute homelessness. At the other end are those individuals and families who are able to meet their housing needs without assistance. In the middle are a range of low and moderate-income households, many of which are living paycheque to paycheque and find it difficult to secure adequate housing. For many of these individuals, a lack of affordable housing options creates lower standard of living.



Over the past decade, Saskatoon has undergone unprecedented economic growth due largely to high commodity prices. This economic growth has led to population growth, thereby increasing the demand for housing. Combined with the needs of an ageing population and increased housing demand as an educational centre in Saskatchewan, there is a wide range of housing required to cater to the current and future needs of the residents in Saskatoon. Beyond that, there is a need for specialized housing and support systems to address the increase in homelessness in our city. In order for Saskatoon to thrive, an adequate supply of affordable and appropriate housing options will be necessary to address the needs of a growing city.

During the past ten years, housing became dramatically less affordable in Saskatoon. The price of resale housing more than doubled from 2006 (\$160,453) to 2016 (\$335,580), while average household incomes rose at a considerably lower rate (+32%). Rising costs of materials and labour has increased the cost of newly constructed housing as well, with the average new home prices exceeding \$455,000. At these price levels, entry level and average resale housing in Saskatoon requires an annual household income of approximately \$75,000.

These conditions exist because there was a very high demand for market rental and home-ownership housing. Between 2006 and 2016, the Saskatoon CMA population increased 30% from 240,548 to 314,566 (+74,018). During the same time period, approximately 25,555 housing units were built in the region. The lack of supply compared to population influx is affecting affordability in Saskatoon.

Rental affordability has been declining as well. From 2006 to 2016, the average rent of two-bedroom apartment in Saskatoon has increased from \$609 to \$1,100 per month, an 81% increase. With the median household income increased by only 32% over the same time period, it is no surprise that affordability is an issue in Saskatoon. From 2006 to 2013, the supply of purpose-built rental apartment units declined 16% from 15,171 to 12,577 (-2,594), but over the past three years, low vacancy rates influenced construction of new rental units in Saskatoon. However, the increased supply did not keep up with demand and prices continued to rise. With the fall of commodity prices and an economic downturn, demand has decreased as new supply came on line. Recent reports from CMHC show a 10.3% vacancy rate in Saskatoon, these units are not affordable to many households. Unfortunately, prices do not appear to be decreasing in light of increased supply. **More information on housing market conditions is available in Appendix D**

Housing affordability is one of the root causes of homelessness. With the rent increases outpacing increases in incomes (especially fixed incomes), homelessness has been increasing rapidly over the past ten years.

A tool to help understand the demographics of homelessness is the Point in Time (PIT) Count of Homeless Individuals and Families in Saskatoon. A PIT count is a count of people experiencing sheltered and unsheltered homelessness on a single day. This approach provides a snapshot of numbers, demographics, needs and priorities. Although this approach tends to underestimate the problem, it can provide useful information and help to measure progress, increase public awareness, and assist in policy development and program decisions.

The Community-University Institute for Social Research (CUISR) conducted the most recent count which took place on Monday, June 22, 2015. This count was aimed to create a comprehensive and multi-faceted picture of housing and homelessness in Saskatoon. The analysis was based on:

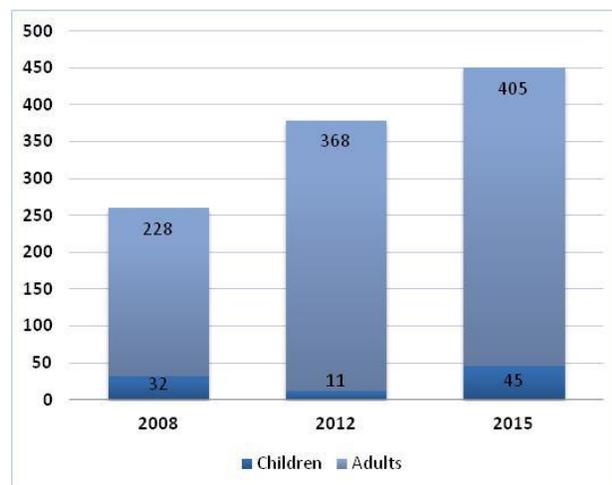
- an outdoor survey conducted by teams on the streets of Saskatoon;
- an indoor survey collected by teams at participating shelters;
- data from the Homeless Individuals and Families Information System (HIFIS), which includes The Lighthouse, Salvation Army, YWCA Saskatoon and Saskatchewan Housing Coalition; and
- observational data representing those who wished not to be surveyed.

The results from this count indicated a continued rise of homelessness in Saskatoon. According to CUISR, there was over a 40% growth rate in the overall homeless population in Saskatoon between 2008 and 2012. Since 2012, the homeless population has continued to grow at a rate of 18%.

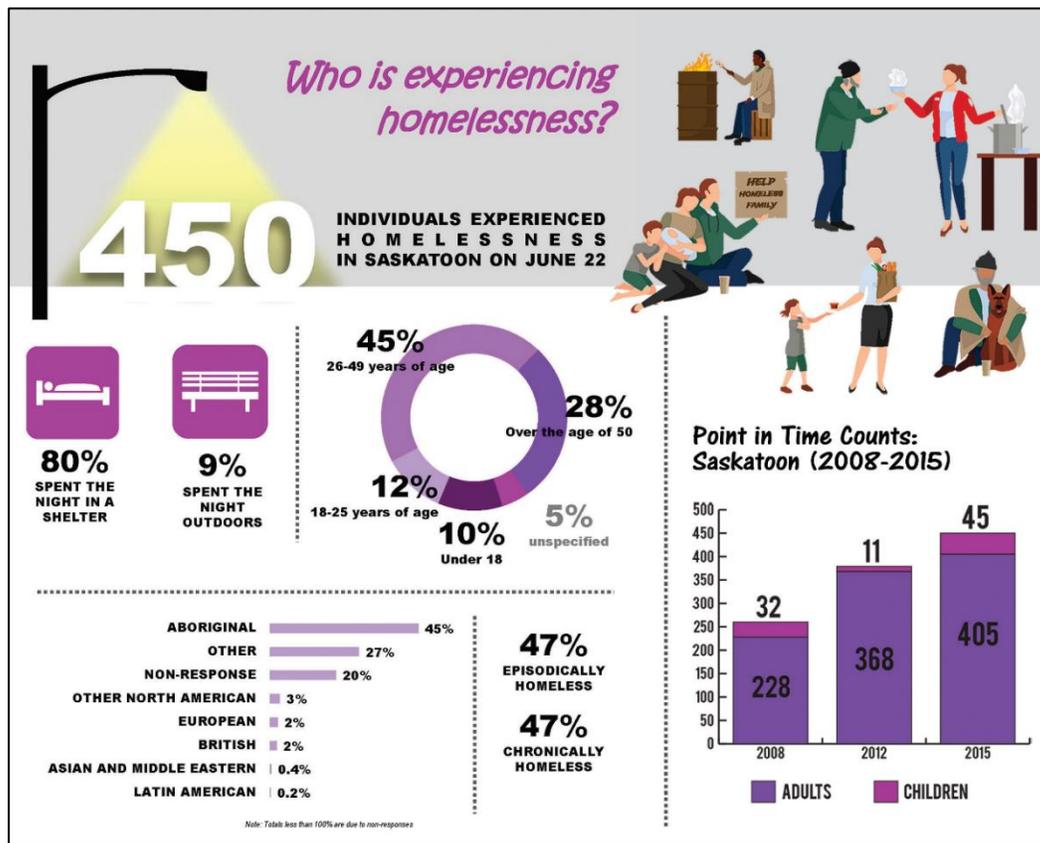
It revealed that there were 405 adults and 45 children without permanent shelter compared to previous PIT Counts. Approximately 45% were between the ages of 26-49 and 28% were 50 or older. Most of the respondents were male at 62%, and 45% self-identified as Aboriginal. The count also discovered that 46% had been victims of physical violence while living outdoors; 45% had lived with foster families during childhood; and 60% attributed income and affordability as their main obstacles to finding homes.

Also in Saskatoon, service providers gather yearly data on shelter usage. In 2015, there were 1,953 unique individuals who used emergency shelters, up from 1,358 in 2014. Year to year, the numbers remain very much the same or grow. With planning, financial aid and appropriate services, we can do more to lower those numbers. With better prevention efforts and financial supports, we could

Saskatoon PIT Count Results, 2008-2015



prevent homelessness for many of the people who could enter a shelter this coming year or ensure they have immediate help to find new housing.



An inadequate housing stock affects the ability to grow; and negatively impacts individual well-being as people are required to spend income on housing that would otherwise go toward essential expenses. Unaffordable housing can create overcrowding, cause people to stay in undesirable or abusive living conditions or experience homelessness. The lack of affordable housing and the need for more support services to help people remain housed must be addressed if Saskatoon is to be “a model city whose people will have the freedom, security, and opportunity to make choices for a higher quality of life.”

Providing affordable housing creates direct economic benefits to the community, including increased demand for goods and services which increases local employment opportunities. A diverse local workforce that accommodates people with the different skills is required to support neighbourhoods and communities, and this in turn promotes economic and social integration. Housing that is truly affordable ensures that families can pay for essential expenses. Residents, the City, and surrounding communities benefit from affordable housing because it contributes to a healthy, sustainable and dynamic region.

Responding to the Needs of the Community

While a range of options that address the needs for affordable housing and homeless services in Saskatoon are available, wait lists and service gaps still exist that cause people to live in unaffordable, inappropriate or dangerous housing situations. Others are experiencing homelessness. SHIP's role in community development, engagement, research and development have assisted in the creation of many affordable housing and homeless service projects since its inception in 1999, helping fill some much-needed housing and service gaps in Saskatoon. However, more needs to be done.

To address the need for affordable housing and homelessness support services, SHIP is expanding its focus to respond to the needs of the community, which are well articulated in both the Saskatoon Homelessness Action Plan and the City of Saskatoon Housing Business Plan (2012-2022).

The Saskatoon Homelessness Action Plan

With the steep rental housing increases in 2008, homelessness and housing insecurity became more immediate issues. That year, Saskatoon had its first Point-In-Time count of people experiencing homelessness. On one day, the count found 260 people experiencing homelessness, but results led researchers to suspect many more may be couch surfing or 'hidden homeless'. Since then, homeless numbers have consistently risen. Over time, community members began to come together to think about what we could do differently to really address the issue. The intensity of the efforts so far demonstrate that Saskatoon is ready to move from planning to action.

The Saskatoon Homelessness Action Plan summarizes what was learned during community consultations and the important actions that have happened so far. It honours the voice of the community from the many consultations that have brought us to this point and demanded that we do better. This action plan articulates a common vision, a road map and accountability measures for the next five years.

Throughout the community consultations, it was clear that the existing system of emergency supports was not enough to move people out of homelessness. There was a desire to visualize and work towards something different; a more streamlined and properly resourced approach to tackling homelessness.

Based on clear priorities from the community, the action plan outlines the work necessary to promote appropriate services and housing options for anyone in need of assistance. The need for a range of housing options is also demonstrated in the recent research on homelessness and in the experience of other communities who have successfully tackled this issue.

The action plan seeks to formalize and update Saskatoon's priorities as the community tackles homelessness. It promotes collaboration among the government sectors that impact homelessness (housing, health, mental health, addictions, corrections, social services, child protection, income assistance, education and training) and community-based organizations. It provides a foundation for practical evaluation of our successes and challenges, with the goal of creating efficient service pathways and eliminating system gaps and barriers to support. In the end, we expect to see better policies, better services and more targeted housing options that will help reach the vision that **'Homelessness in Saskatoon is rare, brief, and does not reoccur'**.

The purpose of the *Saskatoon Homelessness Action Plan* is to enable all stakeholders including people who have experienced homelessness, direct service providers, Aboriginal leaders, allies and local,

provincial, federal governments to work together sharing an agenda for change. Saskatoon's Plan will maximize the strengths and innovation that characterize our community and will help us achieve the vision.

The action plan highlights four priority areas, set by our community:

- **SYSTEM COORDINATION AND INNOVATION**
- **STRENGTHENING HOUSING PLACEMENT AND SUPPORT PROGRAMS**
- **PREVENTION**
- **THE SOLUTION OF HOMELESSNESS IS HOUSING**

Each priority area has a number of strategies that address specific issues. These strategies, in turn, have specific actions and targets. Together, all of the agencies and stakeholders in Saskatoon who play a role in preventing and ending homelessness must work together and identify how they can best contribute to the expected outcomes. ***More detail on specific activities are listed in Appendix A.***

The City of Saskatoon Housing Business Plan

Over the past decade, the City of Saskatoon has faced continued pressure to expand the supply of affordable housing units and to speed up delivery of such units at every opportunity. Significant growth has created an urgent need to respond with initiatives to help create more supply of affordable housing. Workforce availability will be impacted when people cannot find appropriate housing that supports the ability to find, access, and retain employment. These conditions impact economic growth, well-being, education, health, crime and community planning.

The City is involved in encouraging and supporting an environment where the market is more likely to supply housing that is inclusive, innovative, and integrated into all neighbourhoods. This is detailed in the City of Saskatoon's Housing Business Plan. Supporting housing which may be outside the conventional market, as well as working in a collaborative manner, the City is making an effort to ensure a range of suitable affordable housing is made available across the community in a choice of locations in order to strengthen neighborhood communities.

The City of Saskatoon recognizes that families and households of all types need good quality, appropriate housing they can afford and feel proud of within their neighborhood. For many years, the City has ventured into a number of new housing initiatives aimed at giving residents a greater variety of affordable housing choices. The primary focus of the plan was to create new initiatives and incentives to address mainly the supported ownership, rental and entry level housing segments of the housing continuum. Due to these unprecedented rises in the cost of resale housing and construction costs of new housing, the City of Saskatoon aimed at giving residents a greater variety of affordable housing choices. The City introduced a variety of financial incentives to assist number of new housing initiatives, which included:

- Innovative Housing Incentive Program
- Land Differential Cost Incentive
- Land Cost Rebate Program
- Five-Year Tax Abatement Program
- New Rental Construction Land Cost Rebate
- Incentives for Secondary Suites
- Equity Building Program
- Mortgage Flexibilities Support Program
- Contribution to the Operating Loss of the Saskatoon Housing Authority.

The City of Saskatoon (City) adopted its first comprehensive Housing Business Plan in 2008 in response to rapidly rising housing costs and supply shortages in both the ownership and rental markets. City Council set the ambitious target of creating 500 new affordable housing units annually or 2,500 units over the five-year period from 2008 to 2012. By the end of 2012 the target was achieved with a total of 2,534 units counted.

Building on the success of the first plan, the City of Saskatoon Housing Business Plan (2012-2022) continues to target development of 500 units per year, which are further broken down into housing types as show in the following table.

| Housing Type | Units |
|--|------------|
| Affordable Rental and Transitional Housing | 70 |
| Secondary Suites | 30 |
| Purpose Built Rental | 200 |
| Affordable Ownership | 100 |
| Entry-level Ownership | 100 |
| Total | 500 |

Traditional and non-traditional affordable housing and homeless service providers often require assistance when developing new projects. Skilled human resources available to assist housing providers with writing business plans, site procurement, architectural design, financial planning, project management, and government program and incentive applications are crucial. This is the gap that SHIP fills in the community.

SHIP – Community-Based Support to Foster Collective Action

SHIP is a community based organization that strives to increase the supply of affordable and appropriate housing options. Our vision is that Saskatoon has affordable and appropriate housing options for all its citizens. We believe that a wide range of housing options creates a safe, healthy and prosperous community. When people can access the right housing at the right time, it opens doors to help create a healthy and happy life. Our mission is to foster collective action that creates solutions to homelessness and affordable housing in Saskatoon.

SHIP has been involved with affordable housing issues and projects since 1999, and has worked with the private sector, builders and developers, along with affordable housing groups to assist delivering affordable housing units to market in Saskatoon. During the past seventeen years, SHIP has provided a ‘one-stop shop’ of affordable housing development services in Saskatoon. Over the past five years, SHIP has consulted on the development of numerous affordable housing projects, guiding organizations to financial and knowledge-based resources to move projects forward. Some of our clients include:

- Innovative Residential
- Stewart Properties
- OutSaskatoon
- Sherbrook Community Foundation
- Paradigm Island Estates
- Second Avenue Seniors Cooperative
- Hope Restored
- Camponi Housing Corporation
- Quint Developments
- Avenue L Developments
- Vantage Developments
- Knights of Columbus (KC Charities)

The Guidebook to Developing Affordable Housing was created to help housing providers develop affordable housing business plans was published, which met great success locally and nationally. SHIP also provided research and business plan writing services, and held events to promote the need for

affordable housing development in Saskatoon. These activities have resulted in the successful development of hundreds of affordable housing units in the City.

SHIP's main role is consultation. As affordable housing and homeless services are a non-traditional role for many organizations, they often do not know where to start, who to talk to, or how to access incentive and government assistance programs. SHIP provides potential housing providers information on what they need to do in order to develop appropriate affordable housing units, with particular reference to financing, need and demand research, business planning, rezoning, discretionary use approval, development appeals, permits and operations planning.

In 2012, SHIP was chosen to administer the Government of Canada's Homelessness Partnering Strategy (HPS) funding in Saskatoon. The activities of administering HPS are complementary to the types of services SHIP already provides (research, project development, and data gathering) with the added ability to invest in projects that address homelessness. With the Community Advisory Board on Saskatoon Homelessness (CAB-SH) as advisors, SHIP has invested over \$5 Million in capital and service projects that have had an impact on homelessness over the past four years.

In late 2014, the United Way Plan to End Homelessness (P2EH) Leadership Committee, the Saskatoon Housing Initiatives Partnership (SHIP), and the Community Advisory Board on Saskatoon Homelessness (CAB-SH) formed a Steering Committee to discuss the best way to create a coordinated approach to addressing homelessness in Saskatoon. It was agreed that an updated plan would be developed, that the plan would be based on recent community consultations and lessons learned from new initiatives. With this in mind, the SHIP and the United Way worked together to integrate the community's recommendations to create an ambitious five-year plan that will turn vision into action.

The Saskatoon Homelessness Action Plan is the result of a concerted effort to honour the passion and voice of the community. Based on multiple consultations over the past three years and building upon the existing collaborative efforts already underway, the Steering Committee members are confident this plan will create positive change. This will be achieved by improving coordination, ensuring the service and housing infrastructure is meeting the needs of people at-risk or experiencing homelessness, and evaluating progress to make continuous improvements to our homeless serving system.

Since the consultations, many new efforts are already underway and are having an impact on homelessness in Saskatoon. But there is much more to do.

To support the plan with a leadership model focusing on results and community impact, the Steering Committee agreed that the responsibility of leading the Action Plan will be undertaken by the Saskatoon Housing Initiatives Partnership (SHIP). To implement the Action Plan, SHIP has reviewed its mandate, its bylaws, and is in the process of expanding its Board to be more representative of a community committed to addressing homelessness. SHIP's functions and activities will also expand. As a lead agency, they will facilitate meetings, provide staff support to committees and action teams, help develop new and enhance existing programs, research solutions, evaluate and report on progress, foster collective action and ensure that the actions set out in this plan are undertaken.

The concept of collaboration is central to SHIP's mandate, and will facilitate solutions across the homeless serving sector and deep within the community and government sectors in order to address homelessness in Saskatoon.

SHIPs experience in project development, investment, monitoring and evaluation brings a strong perspective on housing and homelessness in Saskatoon. It is this experience that will help enhance the response to homelessness and affordable housing crisis in Saskatoon, as it has done in partnership with the City of Saskatoon over the past seven years.

SHIP's Services

SHIP is a unique organization that provides technical assistance to housing and service projects, facilitates the development of proposals, builds and supports partnerships, and invests federal government funding to make affordable housing and services for individuals and families experiencing homelessness available to those in need in Saskatoon.

SHIP provides services to organizations that have an interest or require assistance in developing homeless service projects and affordable housing, which include but are not limited to:

- Non-profit organizations;
- Community associations;
- For-profit organizations;
- Home-builders;
- Educational institutions;
- Financial institutions;
- Co-operatives;
- Individuals;
- Industry and Industry associations;
- Municipal Councils, Associations
- Government organizations;
- Non-government organizations;
- Seniors housing organizations;
- Faith-based groups;
- Business Improvement Districts (BIDS);
- Neighbourhood Associations.

All groups are equally important and essential to address the needs of the City. SHIP's role is to foster collaboration and partnering among these groups to ensure successful outcomes that address homelessness and the need for affordable housing.

The type of housing each group wants to construct, including emergency shelters, transitional housing, rental housing and ownership housing depends on the need in the community. Proposed developments target various population groups include but are not limited to the following:

- Homeless singles and families;
- At-risk youth;
- Low to moderate income households;
- First Nations and Métis singles/families
- Students;
- Low to moderate income seniors;
- Persons with intellectual disabilities;
- Immigrant singles and families;
- Persons with physical disabilities;
- Moderate income singles/ families

SHIP will advocate innovative housing models attainable to both individuals and families by supporting initiatives that serve to move people along the housing continuum such as:

- Supported Housing;
- Harm Reduction Housing;
- Housing for individuals with physical or mental disabilities;
- Secondary suites;
- Mixed-use developments;
- Smaller ownership/live-work units;
- Life-lease options;
- Housing for temporary workers;
- Student housing;
- Ownership units for singles;
- Ownership units for large families;
- Co-operative housing models

Consultations and experience has determined that a wide range of core services should be provided by the SHIP in its efforts to foster creative solutions to homelessness and affordable housing challenges facing Saskatoon. Guided by the goals and objectives defined in the City of Saskatoon Housing Business Plan (2012-2022) and the Saskatoon Homelessness Action Plan, the primary methods SHIP will undertake are:

- Supporting Effective Communication & Collaboration
- Project Development
- Improving Evaluation and Reporting
- Guiding Vision, Strategy and Action Plans
- Advancing Policy
- Building Public Will

Supporting Effective Communication & Collaboration

The challenge of addressing homelessness is too complex for a single community organization or government ministry to solve on its own. The good news is that much work is already well under way, and the consultations gave direction on how to make things better.

Community members have been eager to “stop talking” and “make it happen.” In order to do so, effective communication will help address the challenges of homelessness and affordable housing.

SHIP will call upon its network and contacts within the homeless service sector, affordable housing providers, the residential construction industry, financial institutions, engineering consultants, architectural firms, and non-profit organizations among others to work on understanding gaps in service, funding options, and to develop new projects. Our organization brings a wealth of knowledge, experience and the relationships with government, business and community. The success many affordable housing or homeless service ventures often requires the co-ordination of all three levels of government, business and the community stakeholders.

The following activities, facilitated by SHIP, will promote knowledge transfer and collaborative partnerships:

- Coordinate and facilitate communication and collaboration
- Convene partners and key external stakeholders
- Seek paths for, and introduce, new partners
- Create opportunities for development of support service and housing projects that align with other efforts in the community
- Provide learning opportunities to share knowledge with the community

Project Development

Community based housing providers often need assistance with developing their specific plans and funding resources to supplement and build their capacity as an organization. SHIP has experience developing business plans for various organizations, and this experience will be used to expedite project delivery and reduce the number of false starts.

Specifically, SHIP’s assistance has helped to eliminate some of the time and work required when completing business plans, grant applications or proposals. By providing business planning services for affordable and supported housing projects in Saskatoon, SHIP has improved the likelihood of

organizations' success in receiving funds in a timely manner, and has thus contributed to the ability of many groups to move housing projects forward.

Working alongside these organizations, SHIP has helped groups to refine project concepts, secure funding and approvals, develop feasibility studies, prepare need and demand assessments, and draft housing proposals and business plans that meet the high standards of both funders and lending institutions. Feedback confirms that SHIP's assistance has increased the quality of clients' proposal submissions, concept plans and business plans.

SHIP will continue to provide direct business planning services that include: drafting, editing, and reviewing preliminary concept plans, funding proposals and business plans for affordable and supported housing projects. It will also help groups complete preliminary housing market research, need and demand assessments, concept plans, funding proposals and affordable housing business plans.

Project development for activities SHIP will provide to develop affordable housing and homeless support services include:

- Housing Market and Homeless Support Service Needs Research
- Business Planning
- Operations Planning
- Feasibility / Financial Analysis
- "Not-in-my-back-yard" (NIMBY) Issue Mitigation
- Identifying gaps and researching best practices in affordable housing and homeless support services

Mobilize Funding

Funding mobilization involves securing new and additional resources to address the need for affordable housing and services for homeless individuals and families. It also involves making better use of, and maximizing, existing resources.

This is a critical function because the continuation of service provision to those in need is of utmost importance. It also supports sustainability, and allows for expansion and improvement of housing and services currently provided.

SHIP will support this through:

- Business planning and proposal development for capital funding for affordable housing projects
- Homelessness Partnering Strategy Fund Management
- Research the homeless service system capacity, current need and future demand for housing and supports in Saskatoon
- Develop ten year targets for investment in appropriate affordable and supported housing solutions based on current inventory and established need
- Working with partners to leverage public and private funding to support housing and support service goals

Improving Evaluation and Reporting

Promoting data collection efforts provide opportunities and insight into homelessness. Data collection methods have evolved beyond mere enumeration to allow a more robust understanding of the nature of homelessness and effective interventions, and there are opportunities that allow for better reporting.

Effective data collection is a critical factor in decision-making. The fact is it is difficult to improve services when there is an incomplete picture of who is being served, what is being done well and what needs to change. It is hard to celebrate successes when it is not tracked. It is hard to demonstrate the need to fund a program that is working without the “proof” attached.

We want to support agencies to understand the value of data and improve their data collection. It is important that organizations in Saskatoon are supported to promote evidence based solutions to homelessness and affordable housing. To achieve this, SHIP will undertake the following activities:

- Partner with others to collect, analyze, interpret and report data
- Create a Saskatoon Homelessness Report Card
- Promote the use of a single data collection system
- Promote shared measurement systems

Guide Vision & Strategy

The Saskatoon Homelessness Action Plan honours the community’s voice in creating the strategic direction of the initiatives. SHIP’s role is to foster collective action towards the goals of the community, ensuring that the vision and strategy that have been defined by the community partners remain in plain view, and provide insight to agencies as they do their work.

As research is undertaken, and needs and service gaps are identified, the Action Plan will need to reflect the emerging needs of the community. Therefore, SHIP will provide support to ensure that the Action Plan continues to respond to the needs of the community and reflect its voice through the following activities:

- Conduct community consultations to establish community investment needs
- Build a common understanding around solutions to homelessness
- Provide strategic guidance to develop tangible actions

Advance Policy

In SHIPs policy work, we speak to governments and others with power or influence, such as politicians, civil servants, officials and companies. We help people with power or influence to understand the realities of homelessness and the lack of affordable and appropriate housing, and we recommend ways they can play their part to bring about change. We start by conducting research and gathering data to provide a solid evidence base for the needs in the community, and then offer potential solutions so governments can get the right commitments or policies in place. Our next step is to ensure that those promises and policies are followed through.

SHIP advocates for people and agencies that face challenges with homelessness and affordable housing, and make sure their voices are heard. This means calling on others to be part of the answer – and together, finding solutions that deal not only with the symptoms of the problem but with the causes

underneath. It means building solutions that are not “band-aids,” but that create long-lasting, positive change.

SHIP will continue this important part of ensuring the success of our local homeless service and housing programs by:

- Assisting organizations in advocating for policy changes that improve service delivery
- Policy analysis and advocacy to promote the development of affordable housing
- Advocating for an aligned policy agenda that promotes quality of life, rapid access to services and effective support

Build Public Will

Raising the importance of a social problem such as homelessness in the public eye helps motivate action or change. This is achieved on two fronts—by communicating to the public directly and by working to influence how issues are discussed in the media.

SHIP promotes the need for affordable housing and action to reduce, prevent and end homelessness. The additional activities SHIP will undertake to create a sense of urgency and articulate a call to action on homelessness and affordable housing:

- Inform the public about the need for and benefits of affordable housing to the community
- Promote positive attitudes for affordable housing in neighbourhoods across Saskatoon
- Develop a service provider recognition program
- Support community member engagement activities
- Produce and manage external communications on homelessness

Evaluation

SHIP's vision that everyone in Saskatoon has a safe, secure, and appropriate place to call home. With rising numbers of homeless individuals and families, the Saskatoon Homelessness Action Plan specifies activities to achieve the vision that 'Homelessness in Saskatoon will be rare, brief and does not reoccur'. These activities, plus the targets for housing set out in the City of Saskatoon Housing Business Plan make up the performance criteria for this proposal:

Target Deliverables

Annual

- Provide project development assistance to increase the housing supply by a minimum of 35 units. These units will be under any of the following categories:
 - supported housing;
 - affordable rental housing;
 - affordable home ownership;
- Homelessness Report Card – Report on results and activities
- Organize a Conference on Homelessness and Affordable Housing
- Provide support for the Saskatoon Cold Weather Strategy Team
- Facilitate Collective Action Team meetings and information sharing

Year 1

- **Research Briefing Papers***
 - Housing inventory, waiting lists, and capacity based on current and future demographics of the community
 - City-wide data gathering ability and develop recommendations that will facilitate adoption of tools to improve decision making and performance for clients
 - Homelessness prevention needs in Saskatoon
- **Activities**
 - Annual service provider recognition program
 - Facilitate access to training for homeless service providers

Year 2 -5

- **Research Briefing Papers***
 - Housing inventory, waiting lists, and capacity based on current and future demographics of the community (update)
 - Exceptional needs in the community and best practices in harm reduction models
 - Gaps in service for children and youth
 - Framework for a local rent bank and a matched savings program
 - Funding and resource assessment to ensure critical needs are met in the long-term, and to promote new investment that prevent and end homelessness
 - Documentation of current policy and practice with respect to discharge/release planning and housing-related barriers to successful transition from hospitals, child and family services, and correctional facilities

- Documentation of ability to access to culturally appropriate counselling and healing practices
- Cost analysis and investment plan for appropriate housing solutions based on current inventory, waiting lists and current and future need
- **Activities**
 - Work with service and housing providers to collect, analyze, interpret and report data
 - Partner with hospitals, child and family services, and correctional facilities to develop standard discharge planning protocols based on how it contributes to homelessness
 - Facilitate access to training for homeless service providers
 - Work with Aboriginal organizations to promote improved access to culturally appropriate counselling and healing practices

General

- Expansion of case management services that provides housing support for an additional 45 people by 2019
- Reduction in the growth of homelessness in relation to overall population growth as determined by Point-In-Time Count

**Note: A 'Research Briefing Paper' (also known as a Research Briefing or Briefing Paper) is a concise summary of research findings that is written for an informed, although not necessarily expert, audience. Each paper reaches a clear conclusion based on evidence and concise argument. Coherency and substance are the hallmarks of a good research briefing paper – no insignificant undertaking in a paper of approximately 2,500 words.*

Financial Request from the City of Saskatoon for Resources

During the development of the five-year Saskatoon Homelessness Action Plan, the Steering Committee agreed that the responsibility of leading the Homelessness Action Plan will be undertaken by the Saskatoon Housing Initiatives Partnership.

The following is the five-year budget. SHIP respectfully requests that the City of Saskatoon contribute \$130,000 annually. This funding will help achieve the goals of plan with support to the community and leadership that focuses on collective action and tangible results.

The balance of the budget will be raised through fee based services, advertising revenue, membership dues and event revenue. SHIP will also be approaching other groups to augment operating funds for the 2016-21 budgets; however, without the City of Saskatoon showing a commitment and leadership role in this endeavor our objectives of the Saskatoon Homelessness Action Plan will not be achieved, and there will be difficulties in reaching the targets of the City of Saskatoon Housing Business Plan.

There is no denying that Saskatoon must address homelessness and affordable housing crisis that currently exists. Other communities are currently dealing with these same issues, and this investment will help develop projects that address the need for affordable housing and services for homeless individuals and families in Saskatoon.

| | Budget | | | | |
|----------------------------|----------------|----------------|----------------|----------------|----------------|
| | 2017 | 2018 | 2019 | 2020 | 2021 |
| REVENUE | | | | | |
| Client Service Agreement | | | | | |
| City of Saskatoon (Base) | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 |
| Project Revenue | 15,000 | 16,500 | 18,000 | 19,500 | 21,000 |
| Event Revenue | 1,200 | 1,400 | 1,600 | 1,800 | 2,000 |
| Interest | 500 | 500 | 500 | 500 | 500 |
| Membership | 3,000 | 3,500 | 4,000 | 4,500 | 5,000 |
| TOTAL REVENUE | 149,700 | 151,900 | 154,100 | 156,300 | 158,500 |
| | | | | | |
| EXPENDITURES | | | | | |
| Salaries & Benefits | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 |
| Rent | 12,000 | 12,500 | 13,000 | 13,500 | 14,000 |
| Operations | 5,000 | 5,500 | 6,000 | 6,500 | 7,000 |
| Administration | 7,000 | 7,400 | 7,800 | 8,200 | 8,600 |
| Project Expenses | 2,000 | 2,200 | 2,400 | 2,600 | 2,800 |
| Marketing & Advertising | 4,500 | 5,000 | 5,500 | 6,000 | 6,500 |
| Event Expense | 1,200 | 1,400 | 1,600 | 1,800 | 2,000 |
| TOTAL EXPENSES | 146,700 | 149,000 | 151,300 | 153,600 | 155,900 |
| | | | | | |
| SURPLUS (SHORTFALL) | 3,000 | 2,900 | 2,800 | 2,700 | 2,600 |

Annual Disbursement Schedule

SHIP will provide invoices to the City of Saskatoon for payment of the Service Agreement up to a total of \$115,000 of the \$130,000 base amount starting May 1, 2017.

| Payment Date | Service Agreement Payment | Notes |
|-----------------|---------------------------|---|
| 1-May to 31-Apr | 115,000 | Interim payments |
| 31-Aug | 15,000 | Acceptance of SHIPs Annual Report to City Council |
| Total | 130,000 | |

*Payments based on client tracking report approved by SHIP Board of Directors and submitted to the City of Saskatoon for payment.

Invoices will be provided for interim payments, and will be submitted on a mutually accepted schedule. Invoices for final payment will be made upon acceptance of SHIP's annual report to City Council. A summary of SHIPs operations based on services detailed in this proposal will accompany each payment request.

Staffing / Administration

The administration budget for this project pays for the staffing that will provide the support necessary to achieve the goals of this proposal. SHIP will employ one full-time Director of the Saskatoon Homelessness Action Plan who, with assistance of other SHIP staff and volunteers, will facilitate meetings, provide staff support to committees and action teams, help develop new and enhance existing programs, research solutions, evaluate and report on progress, foster collective action. The Director, Saskatoon Homelessness Action Plan will be overseen by an Executive Director, who will also provide project development services to organizations developing housing in Saskatoon.

A portion of the Executive Director's wages are funded by the administration budget for management of the Government of Canada's Homelessness Partnering Strategy funding in Saskatoon. The City of Saskatoon's investment in SHIP will leverage federal dollars that are investing in reducing, preventing and ending homelessness. It will strengthen the project investment activities SHIP undertakes when administering HPS, and augment them with project development, encouraging strategic partnership and collaboration, knowledge transfer, and data evaluation and reporting.

On occasion, researchers will be contracted to assist with increased work-loads. As in previous years, SHIP will continue to utilize programs for internships through the University of Saskatchewan to give students experience in research, business planning and proposal development.

Conclusion

The professional team at SHIP, from the staff to the community partners in housing, residential construction, and financial services have housing industry experience, a wide range of community and non-profit association experience, as well as an extensive number of contacts in industry and government. The Saskatoon Housing Initiatives Partnership believes that assisting organizations and housing providers with developing viable affordable housing and homeless service project business plans will result in the creation of more affordable housing units and a reduction in homelessness. As such, SHIP is prepared to enter into a five-year contractual agreement effective May 1, 2017 through April 30, 2022 inclusive.

The team at SHIP is energized and committed to addressing the challenges of homelessness and affordable housing facing the City of Saskatoon, and look forward to continuing our strong partnership to ensure continued economic momentum of the region and the personal well being of the citizens of Saskatoon.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Shaun Dyck', is written over a light blue horizontal line.

Shaun Dyck
Executive Director
Saskatoon Housing Initiatives Partnership

Appendix A – Saskatoon Homelessness Action Plan Activities

Priority 1: System Coordination and Innovation

Strategy 1: Bring together Champions to Navigate the System

| Action | Responsibility | Timeline | Progress |
|--|--|---------------|-----------------|
| Develop Plan Steering Committee | SHIP, United Way, CAB-SH | 2015Q4 | Completed |
| Engage & Develop Strategic Partnerships | SHIP, United Way, CAB-SH | 2016 Q2 | In Development |
| Evaluation of Community Plan by Aboriginal Leaders to Support Tangible Ways for Cultural Needs to be Addressed | Aboriginal Housing and Homelessness Service Agencies, SHIP | Year 1 | To be Initiated |
| Create Collective Action Teams, and Establish Terms of Reference and Concrete Action Plans | SHIP | Year 1 | In Development |
| Discuss innovation, resource coordination, policy issues, system gaps | Collective Action Teams, SHIP | Annually (Q3) | To be Initiated |
| Develop cost estimates for plan | Collective Action Teams, SHIP | Year 2-5 | To be Initiated |
| Communicate achievements and challenges to broader community | SHIP | Annually (Q1) | To be Initiated |

Strategy 2: Determine the Homeless-Serving System's Structure

| Action | Responsibility | Timeline | Progress |
|---|-------------------------------|----------------------------|-----------------|
| Map Homeless Serving System | SHIP | Year 1 | To be Initiated |
| Point in Time Count Evaluation | SHIP | 2018 | In Development |
| Housing Inventory Count | SHIP | Year 1 | In Development |
| Identify Key System Components | Collective Action Teams, SHIP | Year 1 | In Development |
| Achieve Consensus on Homeless Serving System Design and Needs | Collective Action Teams, SHIP | Within the first 12 months | To be Initiated |
| Review System Capacity and Identify Gaps | Collective Action Teams, SHIP | Annually | To be Initiated |

Strategy 3: Ensure Co-ordinated Entry and Easy Access

| Action | Responsibility | Timeline | Progress |
|---|---|-----------------|-----------------|
| Develop Centralized Intake | SHIP (HPS), United Way, SIMFC, Lighthouse, Journey Home | 2015 | Completed |
| Agree upon an acuity assessment tool | HF/RRH Team | 2016 Q1 | Completed |
| Build clients referral protocols | HF/RRH Team | 2016 Q4 | In Development |
| Develop eligibility/referral process info for frontline staff and clients | HF/RRH Housing Team, SHIP | 2016 Q4 | In Development |
| Create city-wide knowledge of Centralized Intake | HF/RRH Team, United Way, SHIP | Ongoing | In Development |

Strategy 4: Regular Communication

| Action | Responsibility | Timeline | Progress |
|---|--|----------------------------|-----------------|
| Facilitate regular service provider discussions | SHIP | Annually Q2 | To be Initiated |
| Investigate value of convening a Case Management Support Group | SHIP, Community Engagement Action Team | Within the first 6 months | In Development |
| Convene a Housing Placement Team that discusses barriers to success | SIMFC, Journey Home White Buffalo, YWCA,, SHIP | Bi-Monthly (Ongoing) | Completed |
| Coordinate YXE Connects Event | YXE Connects Committee | Annually | In Development |
| Communicate achievements and challenges to broader community | SHIP, Community Engagement Action Team | Annually | In Development |
| Organize Homelessness Awareness and Solutions Conference | SHIP, Community Engagement Action Team | Annually | To be Initiated |
| Conduct Business Engagement Meetings with local business associations | SHIP, Community Engagement Action Team | Annually (Q2 & Q4) | In Development |
| Develop Homelessness Website | SHIP | 2016 | Completed |
| Develop Communications Strategy | SHIP, Community Engagement Action Team | Within the first 12 months | In Development |
| Facilitate regular service provider discussions | SHIP | Annually Q2 | In Development |

Strategy 5: Continuous Improvement and Filling Gaps

| Action | Responsibility | Timeline | Progress |
|--|---|----------------------------|-----------------|
| Establish a set of performance indicators | Provincial HIFIS Coordinator, Homeless Serving Agencies, SHIP | Within the first 12 months | Completed |
| Work with service providers to establish targets for success | SHIP, Homeless Serving Agencies | Within the first 12 months | In Development |
| Identify barriers to useful data collection and analysis | SHIP, Homeless Serving Agencies, Provincial HIFIS Coordinator | Semi-Annually (Ongoing) | In Development |
| Assist in the evaluation of service delivery | Provincial HIFIS Coordinator, SHIP, Individual Agencies | Within the first 12 months | To be Initiated |
| Develop a Saskatoon Report Card on Homelessness | Provincial HIFIS Coordinator, Lead agency | Within the first 12 months | In Development |
| Conduct Point-In-Time Count | SHIP (HPS), Research Agency | 2018 | To be Initiated |
| Develop a Credible Registry | SHIP | 2017 | To be Initiated |
| Establish a set of performance indicators | Provincial HIFIS Coordinator, Homeless Serving Agencies, SHIP | Within the first 12 months | Completed |

Priority 2: Strengthening Housing Placement and Support Programs

Strategy 6: Reduce Homelessness through a Housing First approach

| Action | Responsibility | Timeline | Progress |
|---------------------------------------|-------------------------------------|----------------------------|-----------------|
| Investment in Housing First Programs | SHIP (HPS), United Way of Saskatoon | Within the first 12 months | In Development |
| Convene a Landlords Round Table | SHIP | Every 6 months | In Development |
| Fidelity Assessment of HF programs | Self-Assessment compiled by SHIP | Annually (Q1) | In Development |
| Develop Landlord Database | SHIP, The Lighthouse | Ongoing | Completed |
| Promote sustainability of HF Programs | SHIP, HF delivery agencies | Ongoing | In Development |

Strategy 7: Provide Individualized Housing Placement and Support Services

| Action | Responsibility | Timeline | Progress |
|---|-----------------------------------|----------------------------|-----------------|
| Develop Rapid Rehousing case management for mid-acuity clients. | SHIP (HPS), SIMFC, Friendship Inn | 2015 Q2 | Complete |
| Study models of delivery for housing coordination and income advisory | SHIP | Quarterly (Ongoing) | In Development |
| Assessment of programs | SHIP, Self-Assessment | Within the first 12 months | In Development |
| Promote sustainability of Housing Placement and Support Programs | SHIP, Service Delivery agencies | Ongoing | In Development |

Strategy 8: Evaluate current housing placement and support programs strategies to promote sustainability of homeless-serving and housing placement agencies

| Action | Responsibility | Timeline | Progress |
|--|---------------------------------|---------------------|-----------------|
| Explore alternate funding models and methods of service delivery to adapt to changing circumstances and critical service needs | Homeless Serving Agencies, SHIP | Ongoing | In Development |
| Utilize program evaluation as a catalyst for appropriate resource allocation and to promote needed investments | Homeless Serving Agencies, SHIP | Quarterly (Ongoing) | To Be Initiated |

Strategy 9: Capacity Development

| Action | Responsibility | Timeline | Progress |
|--|---------------------------------|-----------------------|-----------------|
| Create training and development plan | Homeless Serving Agencies, SHIP | 2017 | In Development |
| Training for staff on roles and responsibilities | Homeless Serving Agencies, SHIP | Annually (Q1) | In Development |
| Assessment of training effectiveness | Survey of participants | Bi-Annually (Ongoing) | In Development |
| Create training and development plan | Homeless Serving Agencies, SHIP | 2017 Q1 | In Development |

Priority 3: Prevention

Strategy 10: Recognizing & building on successful programs that are preventing homelessness

| Action | Responsibility | Timeline | Progress |
|---|----------------|-----------|----------------|
| Profile local stakeholder organizations on homelessness website | SHIP | Quarterly | In Development |
| Develop a best practices/service provider recognition as part of communication strategy | SHIP | 2017 | In Development |

Strategy 11: Prevention happens when people stay housed

| Action | Responsibility | Timeline | Progress |
|--|------------------------------|----------|-----------------|
| Develop eviction prevention protocols for placement programs | Individual Non-Profits, SHIP | 2016 Q2 | In Development |
| Develop eviction prevention programs (i.e. rent bank, matched savings plans) | SHIP | Year 2-5 | To be Initiated |
| Investigate the potential impact of community care and outreach programs | SHIP | Year 2-5 | To be Initiated |
| Research innovative approaches to curbing food insecurity, especially for families | Food Bank, CHEP, SHIP | Year 2-5 | To be Initiated |

Strategy 12: Prevention means supporting people in a more intense way

| Action | Responsibility | Timeline | Progress |
|--|--|----------------------------|-----------------|
| Develop recommendations to improve access to culturally appropriate counselling and healing practices | STC, CUMFI, SIMFC, Camponi Housing, SHIP | Year 2-5 | To be Initiated |
| Address gaps in services for children and youth | SHIP | Year 2-5 | To be Initiated |
| Develop discharge planning protocols | Individual Agencies, SHIP | Year 2-5 | To be Initiated |
| Interview front-line workers and first-voice individuals to gain better understanding of prevention support needs in Saskatoon | SHIP | Within the first 12 months | In Development |

Priority 4: The Solution to Homelessness is Housing

Strategy 13: Increase affordable housing supply

| Action | Responsibility | Timeline | Progress |
|---|--|----------------------------|-----------------|
| Establish targets for affordable housing by demographic | Collective Action Teams, SHIP, City of Saskatoon | Within the first 12 months | To be Initiated |
| Promote development of affordable housing to meet needs in Saskatoon | SHIP, City of Saskatoon | Ongoing | In Development |
| Discuss Saskatoon affordable housing program needs with Saskatchewan Housing Corp | SHIP, City of Saskatoon, Individual Agencies | Year 2-5 | In Development |

Strategy 14: Increase Alternative Housing Options

| Action | Responsibility | Timeline | Progress |
|--|------------------|----------|----------------|
| Create specialized housing units where people with an addiction are supported in their independence. | To be determined | 2017 | In Development |
| Establish housing with a managed alcohol program | To be determined | 2017 | In Development |
| Increase support for existing complex needs supported housing services | To be determined | 2017 | In Development |

Appendix B – Budget Line Item Overview

Revenue

Client Service Agreement

The Service Agreement between SHIP and the City of Saskatoon is the most significant source of revenue for the organization. A base level of \$130,000 is required for SHIP to operate without a loss assuming revenue targets for project and research contracts are met.

Project Revenue

Intended to provide additional support for the delivery of business planning services for affordable housing, SHIP implemented a fee structure for services starting in 2009 (i.e. drafting affordable housing funding proposals, business plans, need and demand studies, contract housing research). SHIP was able to generate some revenue from these services; however, it is unlikely that the demand for services will reach a level that will sustain SHIP's provision of development services permanently.

SHIP intends to continue supporting the active delivery of assistance to affordable housing proponents through these services, however, revenue generated from these services are limited and support additional operating costs beyond those provided through the Service Agreement with the City of Saskatoon. For example, revenue currently generated from these services is used to offset costs associated with leasing office space, workstations and additional administrative support required for the day-to-day operations of offering business planning services for affordable housing.

Interest Revenue

This revenue is generated from SHIPs term investments.

Membership Revenue

Part of SHIPs plan is to expand its membership. Through activities in the community, SHIP will endeavour to increase its profile, and provide benefits to attract new members. It is SHIPs goal to add ten new members to the partnership each year.

Expenses

Wages and Benefits

This portion of the budget ensures the equitable delivery of services to all groups pursuing affordable housing initiatives. The proposed 2017-2022 budget would support 1 FTE Director, Homelessness Action Plan and a portion of the Executive Directors salary. A Research Assistant will be hired as needed on a contract basis. This will help ensure the timely delivery business planning services for affordable housing and homelessness service projects to all groups on an ongoing basis.

Rent, Operations and Administration

These costs are for the day-to-day operations of offering business planning services for affordable housing providers. These include costs associated with leasing office space and equipment, and services such as accounting and banking. Other costs include postage, office supplies, and travel.

Project Expense

Revenue generated from service contracts for direct business planning services including need and demand assessments; drafting, editing, and reviewing preliminary housing market research and concept plans; developing funding proposals and affordable housing business plans will require the SHIP to incur expenses. It is estimated that expenses will be 10% of total project and contract research revenue.

Marketing and Advertising

The Marketing portion of the budget will support SHIP with engaging potential and current housing stakeholders as well as increase awareness of SHIP's services and an understanding of affordable housing and homelessness challenges in Saskatoon to current and potential housing and service providers, as well as the general population.

Event Expense

SHIP will be holding events to promote the need for and solutions to affordable housing challenges in Saskatoon. Event expenses are estimated to be 80% of event revenue.

Appendix C – Activities of SHIP

| Function | Activity |
|--|---|
| Support Effective Communication & Collaboration | <ul style="list-style-type: none"> • Seek paths for, and introduce, new partners • Create opportunities for development of support service and housing projects that align with other efforts in the community • Convene partners and key external stakeholders • Coordinate and facilitate communication and collaboration • Provide learning opportunities to share knowledge with the community |
| Project Development | <ul style="list-style-type: none"> • Project Development for Affordable Housing and Homeless Support Services <ul style="list-style-type: none"> ○ Housing Market and Homeless Support Service Needs Research ○ Business Planning ○ Feasibility / Financial Analysis ○ "Not-in-my-back-yard" (NIMBY) Issue Mitigation • Identify gaps and researching best practices in affordable housing and homeless support services |
| Mobilize Funding | <ul style="list-style-type: none"> • Business planning and proposal development for capital funding for affordable housing projects • Homelessness Partnering Strategy Fund Management • Work with partners to leverage public and private funding to support housing and support service goals |
| Improving Evaluation & Reporting | <ul style="list-style-type: none"> • Help establish data collection protocols for projects • Promote the use of a single data collection system • Help establish shared measurement systems • Partner with others to collect, analyze, interpret and report data |
| Guide Vision & Strategy | <ul style="list-style-type: none"> • Conduct community consultations to establish community investment targets of HPS funding • Build a common understanding around solutions to homelessness • Provide strategic guidance to develop tangible actions |
| Advance Policy | <ul style="list-style-type: none"> • Policy analysis and advocacy to promote the development of affordable housing • Assist organizations in advocating for policy changes that effect service delivery • Advocate for an aligned policy agenda that promotes quality of life, rapid access to services and effective support |
| Build Public Will | <ul style="list-style-type: none"> • Inform the public about the need for and benefits of affordable housing to the community • Promote positive attitudes for affordable housing in neighbourhoods across Saskatoon • Create a sense of urgency and articulate a call to action on homelessness • Support community member engagement activities • Produce and manage external communications on homelessness |

Appendix D – Housing Market Conditions

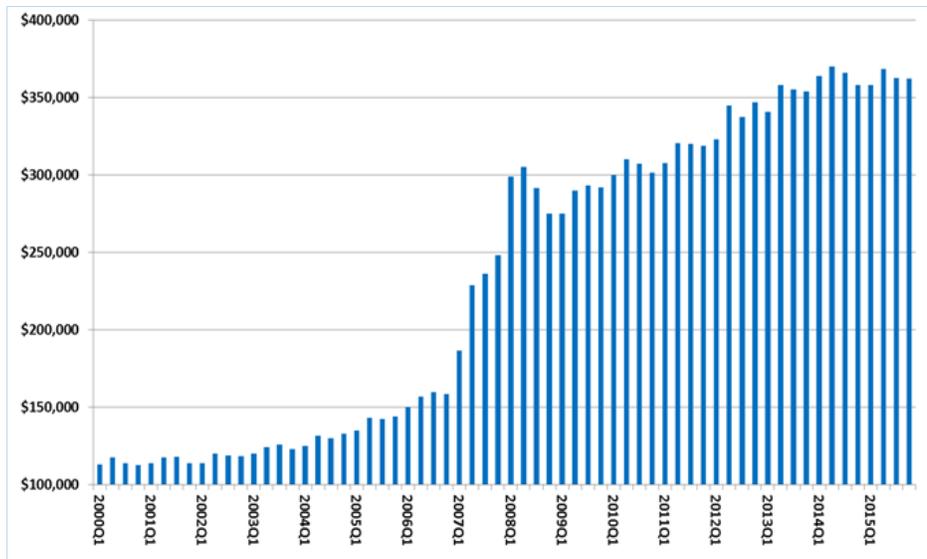
Ownership market

The Saskatoon housing market has experienced rapid price increases since 2006. While housing prices in Saskatoon increased, household incomes showed only modest gains in recent years. As this price discrepancy continues, there is a greater demand for types of housing that is appropriate for low income individuals, those that are the most vulnerable, as well as for many that would have been considered middle income only a few years ago.

In 2014, the average MLS resale price of a home increased to \$356,462 in Saskatoon, a nearly 300% increase compared to a decade earlier. Current predictions from CMHC indicate prices will continue to rise in 2016 and beyond (Figure 4.4).

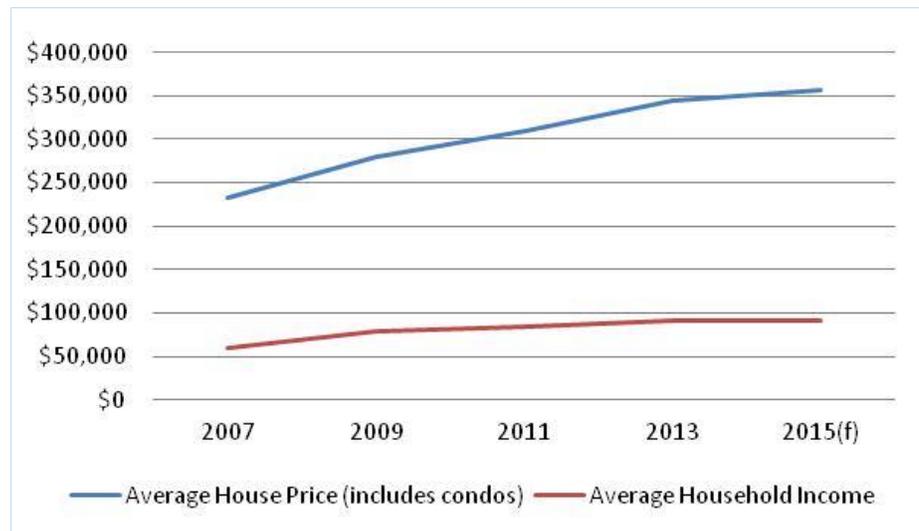
As indicated by the City of Saskatoon in their Housing Business Plan 2013-2022, before housing price boom in 2006, a \$48,000 household income was sufficient to buy an average Saskatoon house. In 2011, Saskatoon households needed approximately \$88,524 to purchase an average Saskatoon home. However, according to statistics Canada, in 2011 the median household income in Saskatoon was only \$87,410¹. While these seem to be in line with what is normal for the city, a closer look into housing availability shows a deeper need for appropriately priced housing; more than is currently provided.

Figure 4.3 – Single Family Home Sales – Median Price



Source: The Canadian Real Estate Association

Figure 4.4 – Saskatoon Housing Price Increase vs. Income Increase



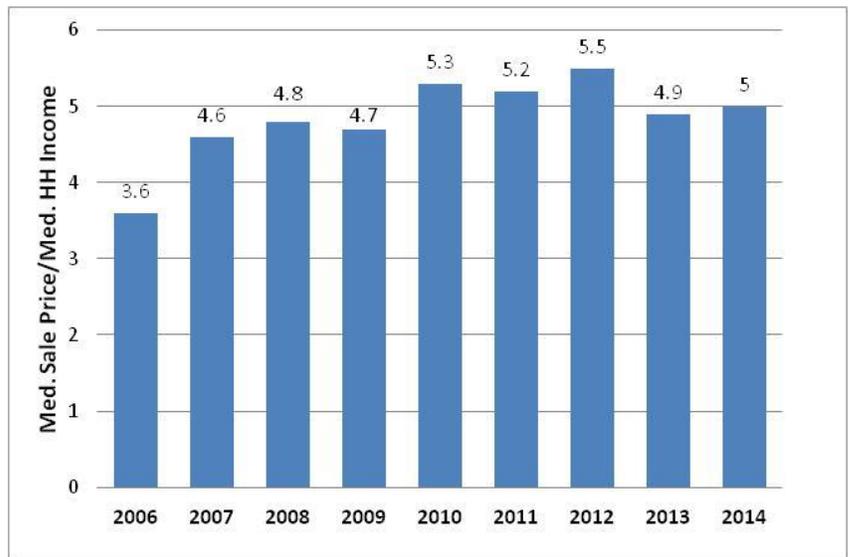
Source: City of Saskatoon

Current market trends have required an increase in housing stock. However, most new construction has been in the higher end of the market, leaving many households unable to purchase a home. A majority of Saskatoon households cannot afford for homeownership considering their current and future earnings. The gap between the annual qualifying income and actual median household income continue to be increasing in the recent years.

The median multiple housing affordability index, which is a measure of the affordability have shown an increasing trend in recent years. Traditionally, housing is considered affordable if the median multiple is 3.0 or less. As shown in Figure 4.5, after 2006, housing in Saskatoon has become less affordable and this trend believed to be continuing.

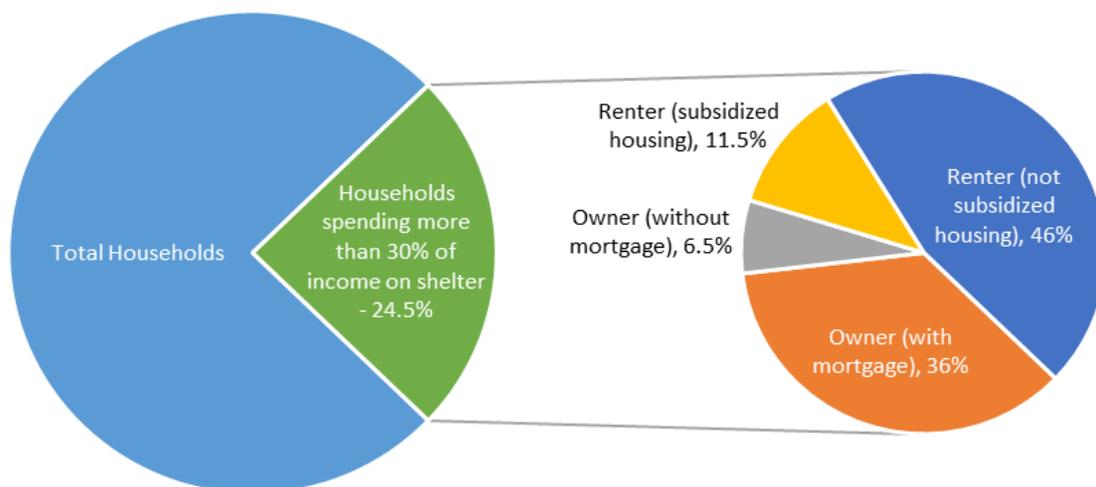
The Saskatoon Regional Association of Realtors reports increasing number of housing sales in recent years, despite a positive trend of price increase. This is due to low interest rates and households living beyond their means. Many Saskatoon households are spending more than the recommended 30 percent of their disposable income on shelter sacrificing some of the basic necessities in order to achieve home ownership status. For example, approximately 18% of owner households are spending over 30% of their income on shelter (Figure 4.6).

Figure 4.5 – Housing Affordability in Saskatoon



Source: City of Saskatoon

Figure 4.6 - Households Spending 30% or more on shelter cost in Saskatoon



Source: Statistics Canada - 2011 National Household Survey

Housing prices in Saskatoon increased dramatically since 2006. Between 2006 and 2007 alone, Saskatoon Housing prices have increased by almost 50%, which was the largest such increase on record.ⁱⁱ With the continued increase in housing prices, it is creating a shortfall of affordable housing units in Saskatoon.

Rental Market

The pressure of demand and a lack of supply have caused rental rates to increase significantly over the past five years. The average rent of two bedroom apartments in Saskatoon has increased dramatically since 2006, showing a similar trend with the price increase in homeownership. From 2006 to 2016, the average rent of two-bedroom apartment in Saskatoon has increased from \$609 to \$1,100 per month, an 81% increase. The discrepancy between the increase of household income and rent has led many people to live in smaller units and seek subsidized housing, pushing many low-to-moderate income individuals and families to live in inappropriate, inadequate or substandard housing that fails to meet their specific needs. Many households are electing to ‘double up’ with other households to avoid living in unsafe or sub-standard rental accommodations, approximately 10% of all households in Saskatoon are multi-family households.

The rental apartment vacancy rates in the Saskatoon CMA have increased from 6.5% in October 2015, to 10.4% in October 2016. The increase in apartment vacancy rates is largely due to a decrease in rental demand and increase in supply in both primary and secondary markets. As well, rental supply has increased as a result of more purpose-built rental apartments being initiated, and some renters shifting to homeownership in the condominium market. Although there has been a trend in freeing up more rental units in Saskatoon, the price point for these new units are not affordable for many people in need of housing. There is still unmet demand which drives prices upward.

Table 3.3- Private Apartment Average Rent (\$) and Estimate of Percentage Change (%) of Average Rent by Bedroom Type Saskatoon CMA

| Year | Bachelor | | 1-bedroom | | 2-bedroom | | 3-bedroom | | Total | |
|-------------|----------|----------|-----------|----------|-----------|----------|-----------|----------|-------|----------|
| | Cost | % Change | Cost | % Change | Cost | % Change | Cost | % Change | Cost | % Change |
| 2006 | 395 | | 496 | | 608 | | 639 | | 556 | |
| 2007 | 435 | 13.0 | 564 | 15.0 | 693 | 13.5 | 732 | 16.1 | 632 | 13.8 |
| 2008 | 518 | 18.4 | 675 | 19.4 | 841 | 20.3 | 860 | 17.6 | 761 | 19.6 |
| 2009 | 568 | 9.1 | 739 | 8.9 | 905 | 8.3 | 918 | 7.2 | 827 | 8.2 |
| 2010 | 599 | 3.0 | 765 | 3.3 | 934 | 4.0 | 959 | 4.3 | 853 | 4.1 |
| 2011 | 632 | 5.6 | 787 | 2.5 | 966 | 2.8 | 1,075 | 2.8 | 881 | 2.7 |
| 2012 | 655 | 4.4 | 815 | 3.3 | 1,002 | 2.4 | 1,057 | -2.7 | 918 | 2.9 |
| 2013 | 666 | 4.0 | 845 | 4.5 | 1,041 | 4.0 | 1,114 | 5.1 | 951 | 4.1 |
| 2014 | 693 | 5.4 | 884 | 4.2 | 1,091 | 4.3 | 1,172 | 2.8 | 998 | 4.9 |
| 2015 | 686 | -1.0 | 895 | 1.1 | 1,087 | -0.4 | 1,135 | -3.2 | 999 | 0.1 |
| 2016 | 703 | 2.5 | 909 | 1.6 | 1,100 | 1.2 | 1,223 | 7.8 | 1,019 | 2.0 |

Source: CMHC

According to the 2016 edition of CMHC's Rental Market Report, the average rent for an apartment in Saskatoon in October 2016 was \$1,019 per month (Table 3.3)ⁱⁱⁱ and that overall rental prices within the Saskatoon CMA had increased by 7.2% since October 2013,^{iv} the highest increase recorded after 2008.

In the rental universe, a bachelor suite in Saskatoon recorded a 4% increase between October 2012 and October 2013,^v and cost an average of \$666 per month^{vi}. Between October 2013 and October 2014, there was a 5.4% increase in rental prices for a bachelor suite, which was slightly reduced in 2015 due to the weakened economy. Historically, incomes and rents grow at an incompatible rate. Since 2006, those that pay rent are now contributing significantly more than the recommended 33 per cent of income for housing.

The impact of affordability on the health and wellbeing of individuals and families cannot be understated. Essentials such as food, utilities and medicine are often sacrificed to maintain shelter. According to the 2015 point-in-time count conducted by CUISR, the amount of homeless people had increased by 190 people since 2008 when a similar count had been done.^{vii} This shows the necessity of more affordable housing choices within the housing continuum.

Vacancy Rates

Most urban centres in Saskatchewan have experienced an increase in rental vacancy rates since 2009. Factors that may have contributed to this include an increase in the rental supply, a moderation in the demand for rental accommodations, or a higher incident of renters stacking to afford escalating rents. The latter is most likely true in cities with a high proportion of immigrants, young people, students and those that identify as Aboriginal – a segment of the population more inclined to share housing accommodations.

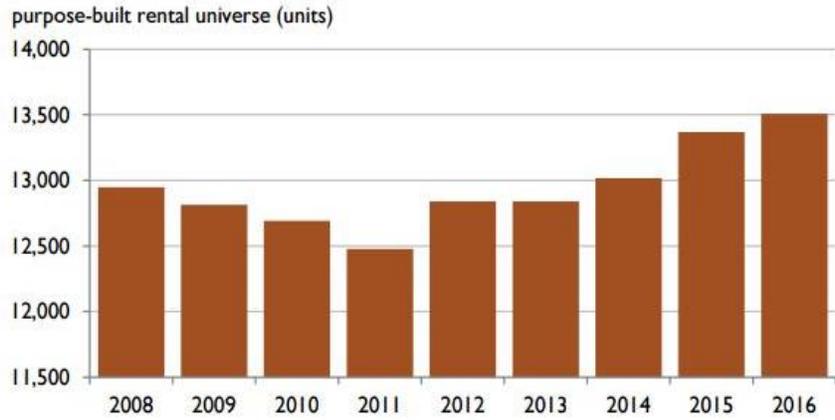
Eleven years ago, Saskatoon had a rental market vacancy rate of over 6%. Vacancy rate decreases in 2006 (to 3.2%) and 2007 (to 0.6%) indicate a prolonged period of recovery for Saskatoon's rental market. Provincial and federal tax regimes inhibited the construction of new purpose-built rental accommodation and a significant amount of conversions of rental to ownership condominiums, changing the rental landscape in Saskatoon. Subsequently, according to CMHC, the 2016 apartment vacancy rate for the Saskatoon CMA is 10.3%.

The number of apartment units in Saskatoon declined from 17,000 units in 1997 to 13,500 units in 2007^{viii}. As shown in Figure 4.7, an additional 1,000 units were lost from 2007 to 2011. Only in the past three years has there been an increase in rental units. A total of 666 rental units were added to the rental stock, which increased the rental apartment universe to 13,507 units from October 2013 to October 2016.

This need and demand assessment has examined the changing demographic and economic trends in the city, and reviewed the affordability and availability of rental units. As Saskatoon has experienced a significant loss of rentals due to rental conversion to condominiums, the rapid economic and population growth has increased demand for rental units, thus driving rents upward.

At the end of 2015, the average rental vacancy rate had increased to 6.5%, and as of October 2016, it had increased to 10.3%^{ix}. This is well above the national average and the highest level on record^x. According to CMHC, vacancy rates rose in all eight zones in the Saskatoon CMA from October 2015 to October 2016. CMHC has indicated few factors which has caused decline in the rental demand.

Figure 4.7 - Rental Universe, Saskatoon CMA, 2004 - 2015



Source: CMHC

Previously, employment growth and elevated net migration over the past few years have maintained a strong rental demand in Saskatoon CMA. However, Weak global prices for oil, potash, and canola has reduced employment due to slowed economic activity in Saskatoon, thus lowered the rental demand. As well, a large reduction in the number of non-permanent residents coming to the province in 2014 has slowed the demand for rental units. First time homebuyers and empty-nesters are showing more interest in lower-priced condominium apartments, and the construction of purpose-built rental apartments, which has also resulted decline in rental demand^{xi}.

The increasing rents, coupled with lack of increases in income have created pressures on supportive and transitional shelters which have grown since 2008, creating a high demand for social housing^{xii}. The Saskatoon Housing Authority’s waiting list, which currently contains 150 families (not including seniors’ households), supports this; an indication of the demand for subsidized rental that continues to trend upwards despite a relaxing of vacancy rates in the city.^{xiii}

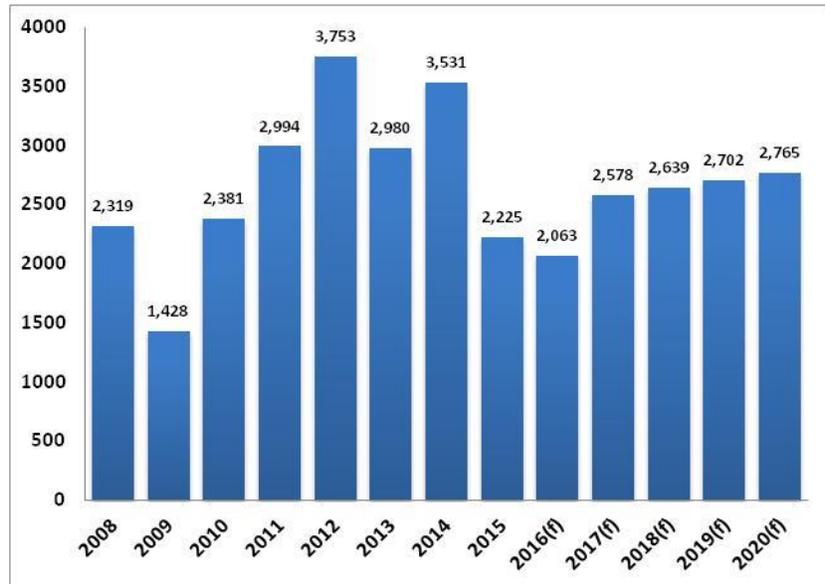
Although rental prices are increasing at a slow rate due to a high vacancy for apartment rentals, prices are still too high for a significant proportion of residents in Saskatoon. In 2011, approximately 25% of private households were spending above the recommended 30% of income on shelter costs, and 57.5% of these households were renters. Since 2011, rents have increased by 15.6%, and the latest data from Statistics Canada shows median income has increased only by 10.2%. Therefore, the increase in vacancy rates between 2015 and 2016 has improved the availability of rental units, but not the affordability.

Housing Starts

The majority of baby boomers aged 55 to 64 are home owners.^{xiv} The supply of new housing improved since 2010 until 2014 within Saskatoon. As CMHC reports, housing starts were up by 19 per cent in 2014 compared to the previous year.^{xv} However, construction starts drastically declined in 2015. According to CMHC, builders in Saskatoon were expected to slow down to avoid increasing an already high level of supply.^{xvi}

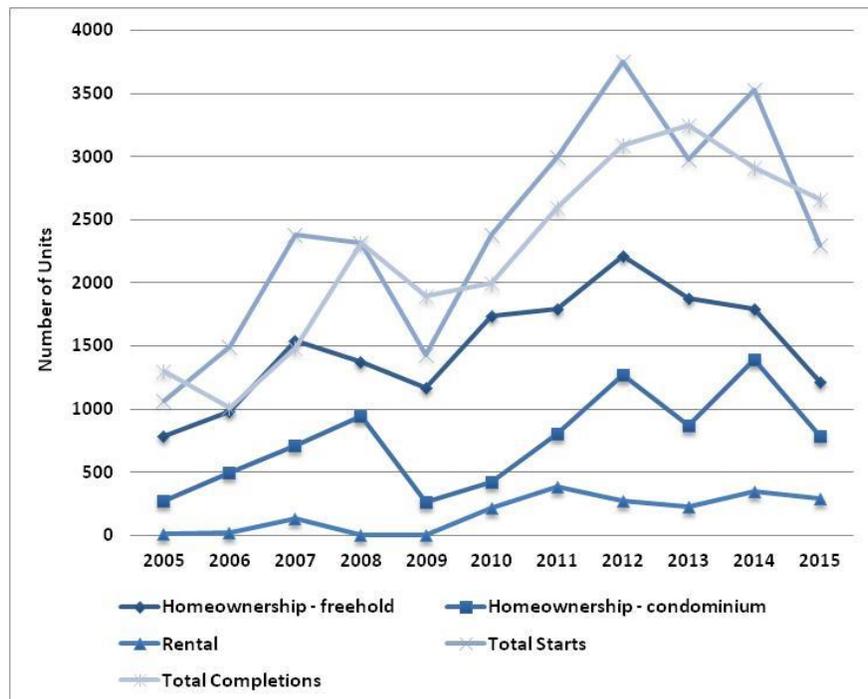
In 2012, housing starts for single detached homes increased by 23.3 per cent.^{xvii} At the same time starts for semi-detached homes increased by 70.6 per cent.^{xviii} As of the beginning of February 2014 there were 701 single-family homes on the market for sale which was up from 590 compared to February of 2013, however, there was an overall decrease for most housing starts in 2015^{xix}. Table 3.4 shows the dwelling construction in Saskatoon between 2003 and 2015. During this period, over half of the houses built were single detached houses. However, the type of new housing being built is not suitable for households in Saskatoon that are in need of affordable housing.

Figure 4.8 – Housing Starts –Saskatoon CMA



Source: Conference Board of Canada

Figure 4.9 – Housing Activity – Saskatoon CMA



Source: CMHC

Table 3.4 – Construction by Housing Tenure

| | Ownership | | | | | | Rental | | Total |
|--------------|---------------|--------------|------------|-------------|--------------|--------------|--------------|--------------|---------------|
| | Freehold | | | Condominium | | | Single, Semi | Apt & | |
| | Single | Semi | Row, | Single | Row and | Apt & | | | |
| 2003 | 675 | 34 | 1 | 1 | 413 | 180 | 21 | 130 | 1,455 |
| 2004 | 731 | 86 | - | 22 | 338 | 387 | 14 | - | 1,578 |
| 2005 | 723 | 58 | - | 28 | 44 | 197 | 8 | 4 | 1,062 |
| 2006 | 938 | 42 | - | 21 | 159 | 312 | 4 | 20 | 1,496 |
| 2007 | 1,439 | 100 | - | 46 | 370 | 295 | 18 | 112 | 2,380 |
| 2008 | 1,285 | 90 | - | 3 | 242 | 699 | - | - | 2,319 |
| 2009 | 1,101 | 42 | 24 | - | 145 | 114 | 2 | - | 1,428 |
| 2010 | 1,638 | 64 | 38 | - | 231 | 189 | - | 221 | 2,381 |
| 2011 | 1,599 | 102 | 97 | 9 | 336 | 463 | - | 388 | 2,994 |
| 2012 | 1,971 | 174 | 68 | 54 | 207 | 1,007 | 34 | 238 | 3,75 |
| 2013 | 1,657 | 204 | 21 | 1 | 391 | 481 | - | 225 | 2,980 |
| 2014 | 1,576 | 140 | 77 | - | 432 | 961 | 5 | 340 | 3,531 |
| 2015 | 1,000 | 84 | 133 | - | 227 | 561 | 4 | 284 | 2,293 |
| Total | 16,333 | 1,220 | 459 | 185 | 3,535 | 5,846 | 110 | 1,962 | 29,650 |

Source: CMHC

Appendix E - What is Affordability?

Affordability is the relationship between household median income, and the estimated income available for either purchasing a home or renting a place to live. Using CMHC's standards housing is considered unaffordable if:

- a household spends 30% or more of its gross income on shelter costs;
- households spending more than 50% of their gross income on shelter fall below the standard of affordability, and are considered to be in core housing need.

For renters, shelter costs include rent, and any payments for electricity, water, and other municipal services. For owners, shelter costs include mortgage payments (principal and interest), property taxes, condominium/strata fees (if any), and payments for electricity, water, and other municipal services. Housing is one factor in the overall cost of living for individuals and families. Other factors can include the cost of groceries, transportation, and childcare.

The following tables summarize rental affordability in Saskatoon, comparing the ability to afford rent between couple households, lone parent households, and single person households, against average rents in the seven zones as defined by CMHC. It describes what the average household would pay to rent per month based household median income as well as for those receiving social assistance (Saskatchewan Assured Income for Disability Rates (SAID) and Rental Supplement Rates). Couple households have the greatest choice in the rental market. Lone parent and single person households, earning the median income or less, have the greatest challenges in the rental market.

Saskatoon CMHC Zones

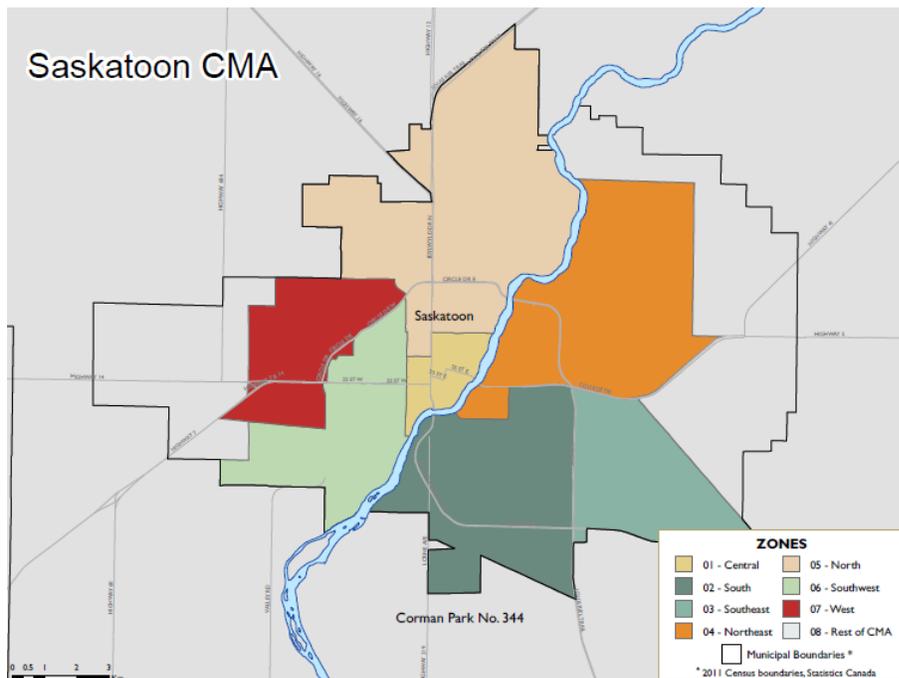


Table 4.0: Percentage of Median Monthly Income Required for Rent – Saskatoon CMHC Zones (2014)

| | Median Monthly Income | Zone 1 (Central) | Zone 2 (South) | Zone 3 (S/East) | Zone 4 (N/East) | Zone 5 (North) | Zone 6 (S/West) | Zone 7 (West) | Saskatoon City (Average) | |
|--|-----------------------|-------------------------------------|----------------|-----------------|-----------------|--|-----------------|---------------|--------------------------|---------|
| Bachelor | Average Rent | | \$723 | \$665 | \$709 | \$622 | \$654 | \$653 | \$785 | \$686 |
| | Couples | \$8,555 | 8% | 8% | 8% | 7% | 8% | 8% | 9% | 8% |
| | Lone Parents | \$3,613 | 20% | 18% | 20% | 17% | 18% | 18% | 22% | 19% |
| | Single Male | \$2,949 | 25% | 23% | 24% | 21% | 22% | 22% | 27% | 23% |
| | Single Female | \$2,486 | 29% | 27% | 29% | 25% | 26% | 26% | 32% | 28% |
| | Min. Wage | \$1,593 | 45% | 42% | 45% | 39% | 41% | 41% | 49% | 43% |
| 1 Bedroom | Average Rent | | \$949 | \$874 | \$866 | \$884 | \$896 | \$794 | \$954 | \$895 |
| | Couples | \$8,555 | 11% | 10% | 10% | 10% | 10% | 9% | 11% | 10% |
| | Lone Parents | \$3,613 | 26% | 24% | 24% | 24% | 25% | 22% | 26% | 25% |
| | Single Male | \$2,949 | 32% | 30% | 29% | 30% | 30% | 27% | 32% | 30% |
| | Single Female | \$2,486 | 38% | 35% | 35% | 36% | 36% | 32% | 38% | 36% |
| | Min. Wage | \$1,593 | 60% | 55% | 54% | 56% | 56% | 50% | 60% | 56% |
| 2 Bedroom | Average Rent | | \$1,240 | \$1,076 | \$1,013 | \$1,165 | \$1,063 | \$977 | \$1,125 | \$1,088 |
| | Couples | \$8,555 | 14% | 13% | 12% | 14% | 12% | 11% | 13% | 13% |
| | Lone Parents | \$3,613 | 34% | 30% | 28% | 32% | 29% | 27% | 31% | 30% |
| | Single Male | \$2,949 | 42% | 36% | 34% | 40% | 36% | 33% | 38% | 37% |
| | Single Female | \$2,486 | 50% | 43% | 41% | 47% | 43% | 39% | 45% | 44% |
| | Min. Wage | \$1,593 | 78% | 68% | 64% | 73% | 67% | 61% | 71% | 68% |
| 3+ Bedroom | Average Rent | | \$1,374 | \$1,260 | \$1,273 | \$1,379 | \$985 | \$984 | \$1,179 | \$1,130 |
| | Couples | \$8,555 | 16% | 15% | 15% | 16% | 12% | 12% | 14% | 13% |
| | Lone Parents | \$3,613 | 38% | 35% | 35% | 38% | 27% | 27% | 33% | 31% |
| | Single Male | \$2,949 | 47% | 43% | 43% | 47% | 33% | 33% | 40% | 38% |
| | Single Female | \$2,486 | 55% | 51% | 51% | 55% | 40% | 40% | 47% | 45% |
| | Min. Wage | \$1,593 | 86% | 79% | 80% | 87% | 62% | 62% | 74% | 71% |
| Legend | | | | | | | | | | |
| <i>Less than 30% of income on rent</i> | | <i>30% to 50% of income on rent</i> | | | | <i>More than 50% of income on rent</i> | | | | |
| <i>Source: Statistics Canada Table 111-0009; CMHC Rental Housing Market Report</i> | | | | | | | | | | |

It is important to note that the incomes in the above table are the median value. Median income is the amount that divides the income distribution into two equal groups, half having income above that amount, and half having income below that amount. Therefore, half of all household types listed above would pay more than the percentage listed in the table. For example, half of all single females renting a one-bedroom apartment in Saskatoon would pay more than 36% of their income for shelter.

For people receiving social assistance through the Saskatchewan Assured Income for Disability Rates (SAID) and Rental Supplement Rates, there is an even bigger issue with affordability, as shown in the table on the following page.

Table 4.1: Percentage of Social Assistance Total Monthly Income Required for Rent – Saskatoon CMHC Zones

| | | Income Assist. Rate | Zone 1 (Central) | Zone 2 (South) | Zone 3 (S/East) | Zone 4 (N/East) | Zone 5 (North) | Zone 6 (S/West) | Zone 7 (West) | Saskatoon City (Average) |
|--|---------------------------------|---------------------|-------------------------------------|----------------|-----------------|-----------------|--|-----------------|---------------|--------------------------|
| Bachelor | Average Rent | | \$723 | \$665 | \$709 | \$622 | \$654 | \$653 | \$785 | \$686 |
| | One Adult | \$1,450 | 50% | 46% | 49% | 43% | 45% | 45% | 54% | 47% |
| | Two Adults | \$1,973 | 37% | 34% | 36% | 32% | 33% | 33% | 40% | 35% |
| | Single Parent (1 or 2 children) | \$1,605 | 45% | 41% | 44% | 39% | 41% | 41% | 49% | 43% |
| 1 Bedroom | Average Rent | | \$949 | \$874 | \$866 | \$884 | \$896 | \$794 | \$954 | \$895 |
| | One Adult | \$1,450 | 65% | 60% | 60% | 61% | 62% | 55% | 66% | 62% |
| | Two Adults | \$1,973 | 48% | 44% | 44% | 45% | 45% | 40% | 48% | 45% |
| | Single Parent (1 or 2 children) | \$1,605 | 59% | 54% | 54% | 55% | 56% | 49% | 59% | 56% |
| 2 Bedroom | Average Rent | | \$1,240 | \$1,076 | \$1,013 | \$1,165 | \$1,063 | \$977 | \$1,125 | \$1,088 |
| | One Adult | \$1,450 | 86% | 74% | 70% | 80% | 73% | 67% | 78% | 75% |
| | Two Adults | \$1,973 | 63% | 55% | 51% | 59% | 54% | 50% | 57% | 55% |
| | Single Parent (1 or 2 children) | \$1,605 | 77% | 67% | 63% | 73% | 66% | 61% | 70% | 68% |
| | Single Parent (3 or 4 children) | \$1,713 | 72% | 63% | 59% | 68% | 62% | 57% | 66% | 64% |
| | Family (1 or 2 Children) | \$1,916 | 65% | 56% | 53% | 61% | 55% | 51% | 59% | 57% |
| | Family (3 or 4 Children) | \$2,031 | 61% | 53% | 50% | 57% | 52% | 48% | 55% | 54% |
| 3+ Bedroom | Average Rent | | \$1,374 | \$1,260 | \$1,273 | \$1,379 | \$985 | \$984 | \$1,179 | \$1,130 |
| | One Adult | \$1,450 | 95% | 87% | 88% | 95% | 68% | 68% | 81% | 78% |
| | Two Adults | \$1,973 | 70% | 64% | 65% | 70% | 50% | 50% | 60% | 57% |
| | Single Parent (1 or 2 children) | \$1,605 | 86% | 79% | 79% | 86% | 61% | 61% | 73% | 70% |
| | Single Parent (3 or 4 children) | \$1,713 | 80% | 74% | 74% | 81% | 58% | 57% | 69% | 66% |
| | Family (1 or 2 Children) | \$1,916 | 72% | 66% | 66% | 72% | 51% | 51% | 62% | 59% |
| | Family (3 or 4 Children) | \$2,031 | 68% | 62% | 63% | 68% | 48% | 48% | 58% | 56% |
| | Family (5 or more Children) | \$2,138 | 64% | 59% | 60% | 64% | 46% | 46% | 55% | 53% |
| Legend | | | | | | | | | | |
| Less than 30% of income on rent | | | 30% to 50% of income on rent | | | | More than 50% of income on rent | | | |
| <i>Source: Government of Saskatchewan Assistance Rates Fact Sheet; CMHC Rental Housing Market Report</i> | | | | | | | | | | |

For a significant number of people in Saskatoon, the cost of housing has increased far above the ability to pay. The most vulnerable people affected by rental increases include youth, persons and families on social assistance, low income families, and low income individuals in the workforce (the working poor). The ability to pay for rent is even more difficult for individuals experiencing disability and who must rely on social assistance as a source of income. In the Table 4.1, all household types on social assistance are paying more than 30% of their income on rent, and a majority are paying over 50%.

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- i Median total income, by family type, by census metropolitan area (All census families) , Statistic Canada, available at, <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/famil107a-eng.htm>, Date accessed March, 2015.
- ii Saskatoon, Its People and Poverty, available on <http://www.saskatoonpoverty2possibility.ca/pdf/Saskatoon%20its%20People%20and%20Poverty%20Aug%202011.pdf>, accessed on March 17, 2015.
- iii Canada Mortgage and Housing Corporation, “Rental Market Report: Saskatoon CMA,” Fall 2013, page 9, available online, http://www.cmhc-schl.gc.ca/odpub/esub/64443/64443_2013_A01.pdf?fr=1386872179721 (Date accessed December 12, 2013).
- iv Canada Mortgage and Housing Corporation, “Rental market Report: Saskatoon CMA”, fall 2013, page 12, available online, http://www.cmhc-schl.gc.ca/odpub/esub/64443/64443_2014_A01.pdf?fr=1421168238795, accessed January 13, 2015.
- v Canada Mortgage and Housing Corporation, “Rental market Report: Saskatoon CMA”, fall 2013, page 12, available online, http://www.cmhc-schl.gc.ca/odpub/esub/64443/64443_2014_A01.pdf?fr=1421168238795, accessed January 13, 2015.
- vi Canada Mortgage and Housing Corporation, “Rental market Report: Saskatoon CMA”, fall 2013, page 10, available online, http://www.cmhc-schl.gc.ca/odpub/esub/64443/64443_2014_A01.pdf?fr=1421168238795, accessed January 13, 2015.
- vii United Way 2012 Homeless Count Results, http://www.saskatoondlc.ca/images/news/docs2012/Media_Release.pdf, accessed June 27, 2013
- viii Canada Mortgage and Housing Corporation, Data Tables – Rental Market, <http://www.cmhc.ca/en/corp/about/cahoob/data/index.cfm>
- ix Canada Mortgage and Housing Corporation, Rental Market Report, fall 2015, page 1, http://www.cmhc-schl.gc.ca/odpub/esub/64443/64443_2015_A01.pdf , (Date accessed February 23, 2016)
- x Canada Mortgage and Housing Corporation, “Rental Market Report: Saskatoon CMA,” Fall 2014, page 2, available online, http://www.cmhc-schl.gc.ca/odpub/esub/64443/64443_2014_A01.pdf?lang=en , (Date accessed January 14, 2015).
- xi Canada Mortgage and Housing Corporation, “Rental Market Report: Saskatoon CMA,” Fall 2015, page 3, available online, http://www.cmhc-schl.gc.ca/odpub/esub/64443/64443_2015_A01.pdf , (Date accessed February 23, 2016).
- xii Pamela Roth, “Homelessness getting worse in Sask., researcher says,” The Star Phoenix (June 23, 2010).
- xiii Telephone Conversation with Ray Neale, General Manager, Saskatoon Housing Authority, (April 18, 2012).
- xiv CMHC, “Housing for Older Canadians: The Definitive Guide to the Over-55 Market,” page 20, volume 1, Understanding the Market.
- xv CMHC, “Housing Now: Saskatoon CMA,” fourth quarter, 2013, page 2, available online, http://www.cmhc-schl.gc.ca/odpub/esub/64259/64259_2013_Q04.pdf?fr=1387489004425, (Date accessed January 27, 2014).
- xvi CMHC, “Housing Market Outlook – Saskatoon CMA,” Fall 2013, page 2, http://www.cmhc-schl.gc.ca/odpub/esub/64351/64351_2013_B02.pdf?fr=1386887035800, (Date accessed February 10, 2014).
- xvii CMHC, “Housing Now: Saskatoon CMA,” fourth quarter, 2013, page 19, available online, http://www.cmhc-schl.gc.ca/odpub/esub/64259/64259_2013_Q04.pdf?fr=1387489004425, (Date accessed February 10, 2014).
- xviii CMHC, “Housing Now: Saskatoon CMA,” fourth quarter, 2013, page 19, available online, http://www.cmhc-schl.gc.ca/odpub/esub/64259/64259_2013_Q04.pdf?fr=1387489004425, (Date accessed February 10, 2014).
- xix Team Fisher website, “Saskatoon Real Estate Week in Review: February 2-8, 2014,” online, <http://teamfisher.com/saskatoon-real-estate-week-in-review-february-2-8-2014> (Date accessed February 10, 2014).

Home Ice Campaign Committee and University of Saskatchewan – Proposal – Request for Additional Funding

Recommendation

That the information be received.

Topic and Purpose

The Home Ice Campaign Committee asked the City of Saskatoon to provide a further contribution up to \$3.0 Million. This report provides an update on the background as well as the current status of the University of Saskatchewan's new sports facility (a twin ice facility and large gymnasium). The report also outlines options to provide a further contribution.

Report Highlights

1. To date, the City of Saskatoon (City) has committed \$1.0M towards the new twin ice pad arena, which recently expanded to include additional spectator seating capacity and a double gymnasium. The new facility will be named Merlis Belsher Place. The Home Ice Campaign Committee, tasked with fundraising for the project, submitted a proposal to the City requesting an additional contribution of up to \$3.0M (see Attachment 1).
2. The new twin pad arena and gymnasium facility at the University will add benefit to the broader community through community access to the arena and potential opportunities to access the gymnasium.
3. There are a number of options for the City to consider related to additional funding and the process for disbursement of any funds.
4. The University is currently undertaking a parking study for the College Quarter North East Precinct which includes the new Merlis Belsher Place, the Saskatoon Field House, and surrounding 30 acres. The results of this study will provide direction for the short, medium and long-term needs of parking in this area, including the operating model.
5. The Recreation and Parks Master Plan identified a number of indoor and outdoor infrastructure priorities, including a current shortage of one indoor ice arena within Saskatoon. Also within the Master Plan, it suggests two additional ice sheets would be needed between now and 2022. Prior to the 2018 Business Plan and Budget consideration, Administration will be providing updated information to Committee and City Council related to all sport, culture and recreation infrastructure priorities.

Strategic Goal

Under the Strategic Goal of Quality of Life, this is an information report related to the long-term strategies of supporting community-building through direct investment and ensuring existing and future leisure centres and other recreational facilities are accessible, physically and financially, and meet community needs.

Background

During development of the Recreation and Parks Master Plan (Master Plan), part of the process was to identify the current demands and gaps in provision of both indoor and outdoor recreation and parks facilities and amenities. Within the Master Plan Implementation Plan, presented to City Council in July 2015, the Administration identified the top priorities for any future capital funding for both indoor and outdoor facilities. The Master Plan indicated a current shortage of one indoor ice arena within Saskatoon. This shortage was determined based on the existing capacity of the publicly accessible indoor arenas in Saskatoon and the surrounding area, and the growing demand for access to both indoor leisure drop-in ice time and more ice time for organized sports.

With continued growth in Saskatoon and increased demands for indoor ice, the Administration had been exploring partnership opportunities for the design and construction of a new indoor arena. As part of the 2016 Capital Budget, City Council approved \$1.0 million (M) to investigate opportunities for arena partnerships and the opportunity to leverage this funding to help expedite the building of a new arena in Saskatoon to help address the growing demand for ice time. Within Capital Project No. 1665, the options of a contribution of the land required for a new arena and/or a capital contribution to the overall cost of construction were identified.

On January 18, 2016, the University sent a letter to the City Manager with a formal request to contribute \$1.0M in capital funding to the twin pad ice facility (ice arena) being planned for the University.

Administration reviewed the request by the University and presented a report to the Standing Policy Committee on Planning Development Community Services (Committee) in April, 2016 and subsequently Council for consideration and direction. At that time the University confirmed they had previously formalized a letter of intent with Saskatoon Minor Hockey Association (SMHA) to confirm significant hours of usage of the arena, with an indication of approximately 1,200 to 1,500 hours per year. Subsequently, an ice rental agreement was to be finalized through a formal contract with SMHA, once the facility operator was in place.

At its meeting held on April 25, 2016, City Council resolved:

“That the Administration be authorized to negotiate a contribution agreement wherein the City of Saskatoon would provide a \$1.0 million capital contribution to a twin pad ice facility on the University of Saskatchewan property, based on the contribution agreement recognizing ongoing community access to the facility.”

At its meeting held on July 21, 2016, City Council approved the key terms of the Contribution Agreement with the University (see Attachment 2 for the full report, dated May 30, 2016).

An overview of the key terms and conditions, and the spirit of intent for the Contribution Agreement (which has since been finalized) are noted below. It should be noted that the Contribution Agreement was deliberate in not identifying a specific number of hours for community use. In exchange for the \$1.0M contribution, the University would provide:

- a) access by community ice user groups to rent the arena to support the growing program needs;
- b) access by community ice user groups to rent space for tournaments and special events;
- c) opportunities for drop in public skating to address the community’s expressed need for more leisure ice time;
- d) opportunities for ice related programs that support basic skill development in a variety of ice sports. (i.e. learn to programs);
- e) opportunities for dryland sports, such as indoor lacrosse and ball hockey in the off seasons; and
- f) community-based rental activities throughout the year;

At its meeting on January 9, 2017, the PDCS Committee resolved that the Administration undertake communications with the University of Saskatchewan and report back at the January 30, 2017 meeting of the PDCS Committee with options to provide up to \$3.0 million further financial support for the Home Ice proposal.

Background on the University of Saskatchewan (University) Sports Facility Project

A number of years ago, the University initiated plans for the replacement the 88 year old Rutherford Arena on campus. Initial plans were for a single sheet arena and spectator seating for approximately 1,900 to 2,000, as this would meet the needs of the University community, with approximately 1,800 hours of usage per year (Husky hockey teams’ games and practices, Campus Rec program, University employee leagues, etc.).

Around this same time the Parks and Recreation Master Plan was underway and early on there were indications of the need for at least one more ice arena to address the current latent demand for ice time.

The University, in considering options for the project to replace Rutherford, issued a request for proposals to the broader community. One proposal included a plan to build a twin pad ice facility. To ensure the business model would be sustainable, the University began discussions with and ultimately signed a joint letter of intent with Saskatoon Minor Hockey Association for a commitment of 1,200 to 1500 hours of ice time for SMHA to be the lead tenant for the second arena in the new facility.

This letter of intent was the foundation of the decision to move forward with a second ice pad. This provided the University assurances the second sheet of ice would have a lead tenant with SMHA, and a significant portion of the ice time committed to, which would contribute to the overall financial sustainability of a twin pad ice facility.

Following the University's decision to proceed with the project, they embarked on a plan to raise money for the project. As part of the fundraising efforts, hearing that the City had just approved a capital budget for an arena partnership and knowing the second sheet of ice was being added to address demand for ice in the whole community, the University approached the City as to its eligibility for a financial contribution to the project.

The original concept plan for the twin pad ice facility included two ice surfaces, spectator seating for approximately 1,850 plus 250 spots for standing room, with an option for future expansion to 2,350 seats and also a place holder for a future gymnasium. The finalized concept plan for the expanded sports facility, now includes two ice surfaces, spectator seating for 2,650 plus standing room for 250, with the space for future expansion to 3,450 seats plus standing room for up to 250, plus a gymnasium.

Also, to design the facility for more year round use and broader usage, air conditioning has been added to the spectator side for off season events, and riggings for lighting and sound associated with events and celebrations, such as convocations, have been added.

Report

Community Benefits Attributed to the University's New Arena/Gymnasium Facility

There is already a formal commitment for 1,200 to 1,500 hours of ice time access for SMHA which is the primary benefit accrued to the community (a commitment that was made prior to the City being approached for the original financial contribution). The University also confirmed there will be community access in the off season for dry arena bookings (i.e. lacrosse and ball hockey), as well as community events where spectator seating is required. The private operator will be doing their best to fill every available hour, and to do this, will be reaching out to the community to book time at the facility.

With the new gymnasiums recently added to the facility, the University indicated there is potential for limited community access.

There is also potential for SMHA to free up some ice time at the City owned arenas, which could then be allocated to address latent demand by other community ice user groups and the public. Final adjustments to ice time requirements for SMHA at the City arenas would need to be formalized in an agreement with SMHA no later than May 2017 in order to provide the City with time to plan with the other user groups on the reallocation of any new ice time. Attachment 3 includes information on the current ice allocation at the five City-owned arenas.

Options for Additional Funding and Disbursement of Funds

The Home Ice Campaign Committee has requested up to \$3.0M in additional funding for the University's new sports facility. Some options for Committee to consider are as follows:

1. No additional funding above the \$1.0M the City has already committed to the project (the City has a signed contribution agreement with the University committing to providing space and time at the arena facilities for community based ice user groups);
2. Additional funding of \$1.0M (to double the existing contribution, with commitment to further explore additional community access to the arena, and potential opportunity for some community access to the new gymnasium). Gymnasiums were another facility priority identified in the Recreation Master Plan; or
3. An additional amount of funding over \$1.0M up to a maximum of \$3.0M, with the exact amount to be determined by Committee and City Council subject to any additional conditions described by Committee.

If the Committee and Council issue direction to provide additional funding, the options for how the funding would be disbursed are varied. The current Contribution Agreement is for \$500,000 to be disbursed in 2017 and \$500,000 to be disbursed upon substantial completion of the facility, which is likely in 2018. With any new funding, options to consider for disbursement are as follows:

1. Distribute the funding in the same manner as the existing contribution agreement: one half up front, and one half at substantial completion; or
2. Payment over time in equal installments. A range of 3 to 6 years would be the recommended range to consider under this option. The University has confirmed that payment over time can be managed internally and is acceptable. Payment over time would also allow the City to "check in" with the operators on an annual basis, to ensure reasonable public access is being maintained.

Parking Considerations

The University is currently undertaking a parking study for the College Quarter area which includes the area in and around the new Merlis Belsher Place and the Saskatoon Field House. The results of this study will assist in providing direction or key points of decision for the short, medium, and long term needs of parking in this area (in compliance with the DCD7 zoning requirements). The current short-term plan includes some expansion to the lot in front of the new facility, and utilization of capacity in the overflow parking lot adjacent to Preston Avenue. The University confirmed that there has been no decision as to the operating model that will be used to maximize accessibility for facility users in collaboration with the Field House, while taking surrounding parking facilities into account.

Master Plan Infrastructure Priorities

In July 2015, the Administration identified the top priorities for any future capital funding for both indoor and outdoor facilities. The list of priorities identified as potential options over the next 5 to 10 years was included in that report and is attached for reference (see Attachment 4). The Master Plan indicated there is a current shortage of one indoor ice arena within Saskatoon. The list of potential capital projects presented three options for consideration to address the current shortage of indoor ice arenas. Of note within the Master Plan, when using service provision ratios and medium growth population projections, it suggests two additional ice sheets would be needed between now and 2022.

Specific to indoor arenas, Administration has estimated the rough order of magnitude of costs to add a second sheet of ice, dressing rooms, washrooms and a seating area to the Gordie Howe Kinsmen Arena would be in the range of \$6.0 to \$8.0 M depending on the final design. The Administration has also developed a very preliminary operating budget estimate if this were a twin ice pad facility and demonstrates the potential opportunity for 100% cost recovery associated with the expanded arena.

Since the Master Plan capital priority list was produced in 2015, Administration has continued to work on summarizing and refining the list of sport, culture, recreation, and leisure infrastructure priorities through an asset management approach for addressing the needs of existing infrastructure and a strategic priority approach for new infrastructure. In December 2016, during presentation of the 2017 Business Plan and Budget, Administration committed to providing updated information to Council related to the sport, culture, and recreation infrastructure priorities, and consideration for how these priorities will be integrated into a funding plan. Administration will be reporting on this in time for City Council's consideration for the 2018 Business Plan and Budget.

Options to the Recommendation

Administration has provided several options for consideration, as outlined in the body of this report. Further options would require direction of Committee.

Public and/or Stakeholder Involvement

The University and the Home Ice Campaign Committee have consulted with SMHA from the onset of the project. The final design of the facility has been based on feedback from SMHA, University users, and with other community groups that have inquired about potential rental of ice time of other ice uses.

Financial Implications

The financial implications will depend upon the direction issued by City Council in terms of the amount of the contribution and the timing of disbursement. Administration has identified the following as possible options for funding any additional contribution:

1. Neighbourhood Land Development Fund dividends;
2. Reserve for Capital Expenditures contingency; or
3. A mill rate contribution (phased in over time) allowing for a future budget base for other recreation facilities funding after this contribution.

Any new funding contribution would again be considered a one-time capital contribution. The ongoing operating costs will be covered by the owner or operator of the facility. There will be no ongoing operating impact to the City.

Once the new arena is in operation, there will be a future impact to the Youth Sports Subsidy Program (YSSP). This is a direct result of the youth ice user groups continuing to grow and require more ice rental time. The City provides a 40% subsidy on all eligible rental costs for youth sport organizations, whether they are renting City-owned or privately owned facilities. The City, in the 2016/17 hockey season, is projected to provide SMHA with approximately \$893,000 in YSSP funding. The actual YSSP impacts associated with increased ice time would be subject to actual new usage hours, and would be determined at a later date.

Other Considerations/Implications

There are no policy, environmental, privacy, or CPTED implications or considerations. A communication plan is not required at this time as the Home Ice Campaign Committee and the University will continue to create awareness of the project in the community.

Due Date for Follow-up and/or Project Completion

Pending the direction of Committee and subsequently City Council, the Administration would undertake to implement any further action required.

Public Notice

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

Attachments

1. Letter from Home Ice Campaign Committee received at January 9, 2017 Committee meeting
2. Report of the General Manager, Community Services – Arena Partnership – Contribution Agreement, May 30, 2016
3. City Arenas – Ice Allocation
4. Parks and Recreation Master Plan Priorities
5. Letter from Home Ice Campaign Committee, January 25, 2017

Report Approval

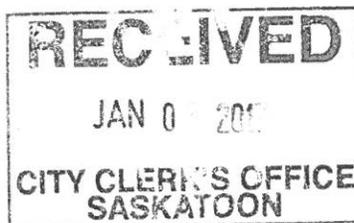
Written and

Reviewed by: Lynne Lacroix, Director of Recreation and Community Development

Reviewed by: Kerry Tarasoff, CFO/General Manager Asset and Financial Management Department
Randy Grauer, General Manager, Community Services Department

Approved by: Murray Totland, City Manager

S/Reports/2017/RCD/PDCS – Home Ice Campaign Committee and U of S Proposal – Additional Funding/dh



January 3, 2017

Councillor Darren Hill, Chair
 Standing Policy Committee on Planning,
 Developing and Community Services
 c/o City Clerk's Office
 City Hall, Saskatoon, SK



Councillor Hill:

On behalf of the sports-minded citizens of Saskatoon, the Home Ice Campaign Committee and the University of Saskatchewan, we respectfully submit this proposal for your consideration.

Our community's young hockey players have been lacking sufficient ice surfaces for many years. The City last built a rink, ACT, in 1981 (36 yrs ago), and the most recent private sheet of ice opened in 1998 when Harold Latrace added a second sheet. Yet, the number of boys and girls playing on Saskatoon Minor Hockey Association (SMHA) teams has grown by 15 % in the past 10 years.

It is relevant to note that in addition to the needs of SMHA, thousands of U of S students will use the twin ice facilities in Saskatoon.

The University of Saskatchewan is preparing to help fill the gap between the number of youth eager to play hockey and the shortage of ice surfaces for them to enjoy Canada's game.

A partnership agreement has been entered into between the U of S and the Saskatoon Minor Hockey Association to provide 1,500 hours of much-needed ice time for the nearly 4,000 children playing hockey in and around Saskatoon each year. This is more ice time than SMHA receives on any civic-operated rink. This facility will address a key priority identified in the 2015 City of Saskatoon Recreation and Parks Master Plan.

The U of S is committed to moving forward with a new twin ice facility at a projected cost exceeding \$40M. This welcoming sports facility will do more than replace the 1929 Rutherford Rink. This new facility, in central Saskatoon, will have two ice surfaces and a gym with 2 courts.

Please see the attached information regarding the project plan, partners, vision, and timeline for development of the community twin-pad ice facility.

We appreciate the support the City has provided so far through a \$1M commitment and ask for your consideration in supporting this project with a significant further contribution. We have recently seen a great example of a partnership in Edmonton where the city has committed a substantial amount to a very similar project at the University of Alberta.

Thank you, Councillor Hill and members of the committee, for the opportunity to discuss this exciting project. We look forward to Mr. Kelly Boes, Executive Director, Saskatoon Minor Hockey Association, and myself, Saskatoon Chair, Home Ice Campaign making a presentation to the members of the Standing Policy Committee. Vice-President of University Relations Debra Pozega Osburn and Home Ice Campaign Director Kent Hartshorn will also be in attendance.

Respectfully submitted,

Tim Hodgson
 Saskatoon Chair

Kelly Boes
 ED, Saskatoon Minor Hockey Assoc.

**Campaign Chair
 Dave King**

**National
 Campaign Team**

- Mike Babcock
- Lori Boesch
- Jack Brodsky
- Willie Desjardins
- Doug Hodson
- Todd McLellan
- Ron Robison
- Bill Seymour
- Hayley Wickenheiser
- Vaughn Wyant

**Regional
 Campaign Chairs**

- Tim Hodgson
Saskatoon
- Lori Boesch
Regina
- Del Chapman
Calgary
- Richard Kortje
Vancouver
- John Gordon
 Doug Senyk
Toronto

City of Saskatoon Commitment to Community



Shaping the Participants, the Game and the Community

The love of hockey is alive and well in our Country, Province and our City of Saskatoon. Canada's game shapes the lives of players, along with coaches, officials and fans in many ways. Hockey promotes the development of healthy, successful, well-rounded citizens, who form a solid base in our strong, vibrant community.

Rinks are about more than ice. They're about children, youth, families, community spirit, leadership, teamwork, mentorship, sportsmanship, active lifestyles and skill development.

We respectfully ask the City of Saskatoon to consider an increased investment in the Home Ice Campaign to build a twin pad ice facility for these reasons:

1. Severe shortage of indoor ice facilities in Saskatoon

Saskatoon Minor Hockey Association (SMHA) has been short of ice facilities for many years. The City currently operates five indoor arenas – ACT Arena, Archibald Arena, Cosmo Arena, Lions Arena and Gordie Howe Kinsmen Arena.



The City of Saskatoon last built an indoor arena **36 years ago**. It was ACT Arena built in 1981 with two ice surfaces, one being exclusively dedicated to figure skating. Since then, private operators have constructed rinks in the City and surrounding area – this includes AgriPlace (2 sheets), Jemini (4 sheets), Harold Latrace (2 sheets), and Schroh (1 sheet). The most recent addition to our indoor ice arenas was the second ice surface at Harold Latrace . . . **built 18 years ago in 1998**.

However, the City of Saskatoon population has grown by 34% since 1998 (1998-196,000 2016-263,000) and minor hockey has seen a 15% increase in its participants. Youth participating in hockey, especially girl's hockey, has increased because of growth. Other groups use indoor ice facilities for short-track speed skating, broomball, ringette, and figure skating. A lack of ice facilities in our city has resulted in families traveling in the early morning or late evening to surrounding communities to practice.

In December 2015, the City of Saskatoon authored a Recreation and Parks Master Plan for its recreational facilities. Page 1 of the Executive Summary for the plan states "with Saskatoon entering a new stage of growth, planning must consider how to best respond to future program and infrastructure needs, not just for today's citizens, but for the generations to come". The plan identifies arena facilities as one of the City's top priorities. It continues on to state "using the prioritization framework, the following indoor and outdoor facility priorities have been identified to guide short and mid-term investment decisions". It should be noted that arena facilities ranked fourth in priority out of 24 categories.

City of Saskatoon Commitment to Community



2. Saskatoon Minor Hockey will be allocated 1500 hours in the new facility

The Saskatoon Minor Hockey Association (SMHA) has entered into a partnership agreement with the University of Saskatchewan whereby SMHA will have access to 1,500 hours of ice time per year in this new facility.

In comparison, SMHA presently books 9,335 hours/year at all (city and private) indoor rinks that it accesses. The allocation represents an average of 667 hours per rink. With an availability of up to 1,500 hours in this new community facility, this will relieve many hours of travel to out of town facilities for families.

3. The community and the University are stepping up to help

The University of Saskatchewan has supported this community facility in a big way by contributing significant resources including land and infrastructure. The University also accepts responsibility for the operation of this facility.

Citizens of Saskatoon, some of whom are U of S alumni, believe in this project and have stepped up financially to see it become a reality. We have individuals in our community (and from Vancouver to Calgary to Toronto) that have contributed \$23.6M to date. It must be noted and acknowledged that Merlis Belsher, whose name will be across the front of this building, is a visionary Saskatoon citizen that has contributed \$12.25M to this project. Other community support, totalling \$6.5M, has come from the Graham, Wright, Rychjohn, Van Norman and Wyant families.

The above commitments, along with solid support from Saskatoon Minor Hockey, a strong Home Ice Campaign Team (prominent hockey people, alumni, and community business leaders), and other volunteers are all working hard to raise the remaining required funding.

4. The new ice facility will see an increase in tourism dollars

This facility will have a positive financial impact on our city. The new rink will attract teams and their fans to Saskatoon for tournaments, camps, meals and shopping. Players from Clavet, Delisle, Martensville and Warman participate in Saskatoon minor hockey association leagues. Last year, this involved 51 teams from rural communities, representing approximately 800 families. Many rural families make it a tradition to bring their kids to summer and winter-break hockey camps at the U of S.

This facility would be ideal for national events such as Hockey Canada's Telus Cup or Hockey Canada's Esso Cup.

"I fell in love with the game when I was a little guy, four or five years old. Now I'm in my mid-60's and still in love with the game."

-Dave King

City of Saskatoon Commitment to Community



Saskatoon Sports Tourism has advised our Home Ice Campaign Team that they have been “actively supporting the development of multi – purpose ice surfaces in Saskatoon for many years”. Tourism advocates that “facilities with expanded seating capacity to host provincial, national and international sport events are important to the economic development of our sport community, and our city”. Tourism Saskatoon further advises “There are events in curling, figure skating, speed skating, hockey, ringette, ball hockey and broomball that we do not bid on due to the seating capacity requirements that preclude using a large facility such as SaskTel Centre”. See attached letter of support.

5. An investment by City Council in this twin ice facility will eliminate the capital and operating costs associated with the City building a new rink

The City of Saskatoon has recognized that new indoor ice surfaces are needed in Saskatoon. An option could be to build its own new facility. This would require a significant initial investment by the City not to mention ongoing monetary commitments for operational issues. It would involve as a minimum:

- (a) a commitment of land for the structure and parking
- (b) cost of a new ice facility
- (c) cost of getting facility operational (Zamboni, nets, signage, concession facilities, etc.);
- (d) Ongoing operational costs such as staff and labour, utilities, maintenance, etc.;
- (e) Ongoing costs of subsidizing any operational shortfalls on an annual basis.

As the City continues to grow, it is probable that a shortage will again develop in the next 5, 7 or 10 years. This project deals with the immediate problem and essentially takes the issue off the City’s plate for several years. The City’s **investment** will be a defined monetary amount, and once that investment is made, the City will not have to contribute operational dollars towards what will become a very useful Saskatoon community facility.

Note: The City of Edmonton and the University of Alberta have recently reached an agreement for the construction of a new facility on campus at the University of Alberta. The project is a twin-pad facility and is similar to the project planned for the City of Saskatoon. The reported cost of the Edmonton facility is \$64.9 million, and the City of Edmonton has committed \$20 million towards the project.

City of Saskatoon Commitment to Community



The Importance of the City of Saskatoon's Participation

In conclusion, we respectfully request that the City of Saskatoon consider significantly increasing its financial support for this twin ice surface, multi sport facility.

This facility will benefit the city and our community in many ways:

- Respond to the recent City of Saskatoon Recreation and Parks Master Plan that stated a high priority by citizens was to increase the number of ice facilities in the city.
- Enable minor hockey to enhance programs to better meet Hockey Canada standards for practice ice time and reduce the need for so many Saskatoon teams to travel to rural communities to find the additional practice ice they require.
- Deliver the additional hours SMHA requires to sustain programming options to meet the user demand.
- Provide a venue that will allow for sufficient ice time for SMHA to host routine tournaments.
- Empower SMHA to apply to host National Hockey Canada Championships such as the Telus Cup for Male Midget AAA, Esso Cup for Female Midget AAA, Keystone Cup for Junior B and the Western Canadian Bantam Championship, which in turn generates Tourism revenue for Saskatoon business services.
- Citizens of Saskatoon will have access to the community rink at considerably lower cost than if the City were to pursue such a capital project alone. The City also saves by not paying operating expenses, including staffing, repairs and maintenance.

Additional funds of approximately \$6M still need to be raised to meet the campaign goal. Having the City assume an all star-role with an increased commitment will help 'get the shovel into the ground' immediately, allowing Saskatoon citizens to use the new facility by September 2018.

This investment request coincides with the City of Saskatoon's focus on championing opportunities for children and youth – our future citizens - and desire to invest in healthy and dynamic communities where people and employees want to work and live.

Your investment will also be the catalyst for other donors, corporations and foundations to commit to this very worthy project for the community, university and province.

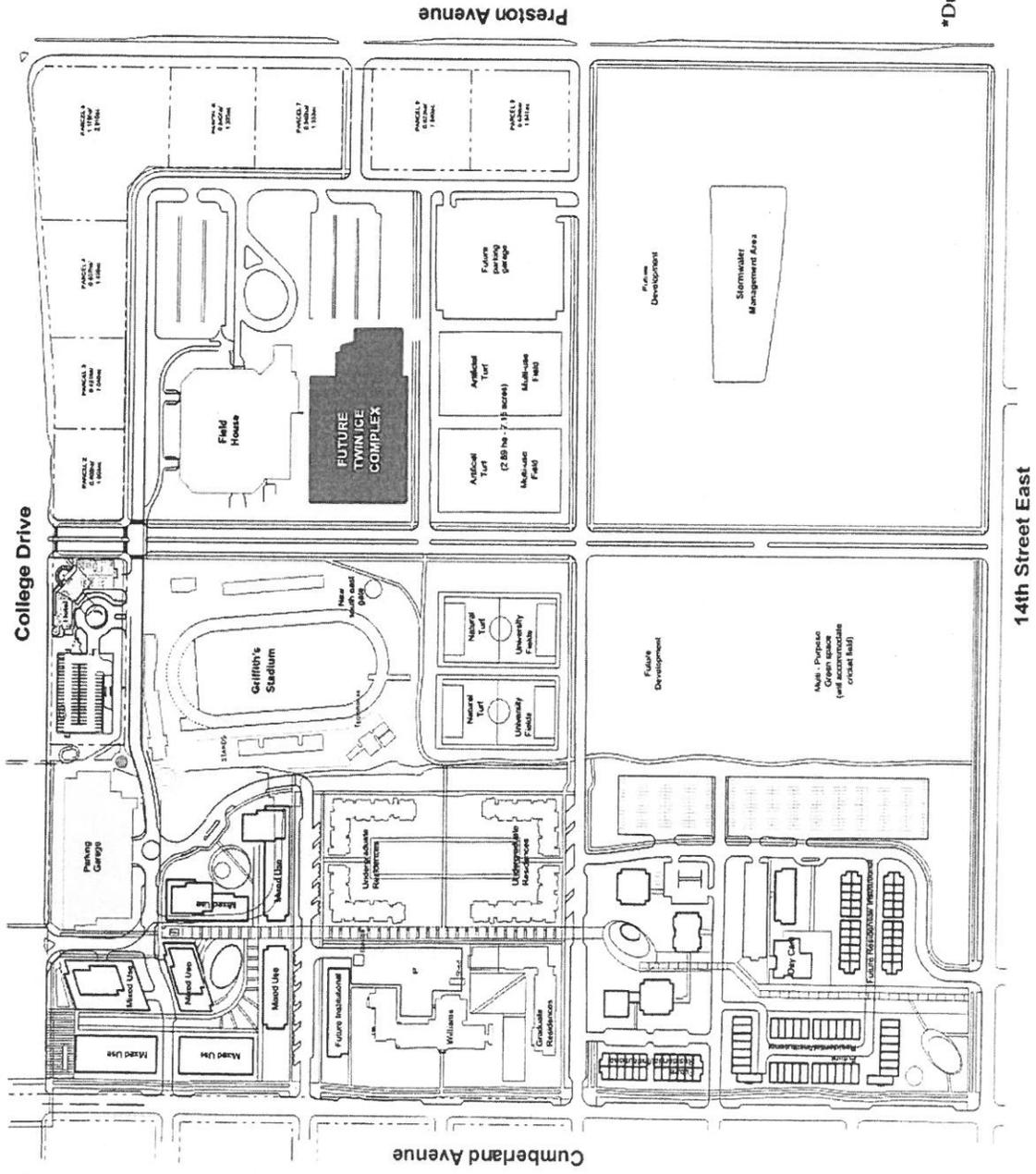
Kent Hartshorn
Campaign
Director
306.222.5013
kent@dcgsk.com

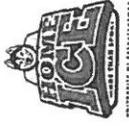


Proposed Complex SITE PLAN



College Quarter,
University of Saskatchewan
*Drawing for illustrative purposes only





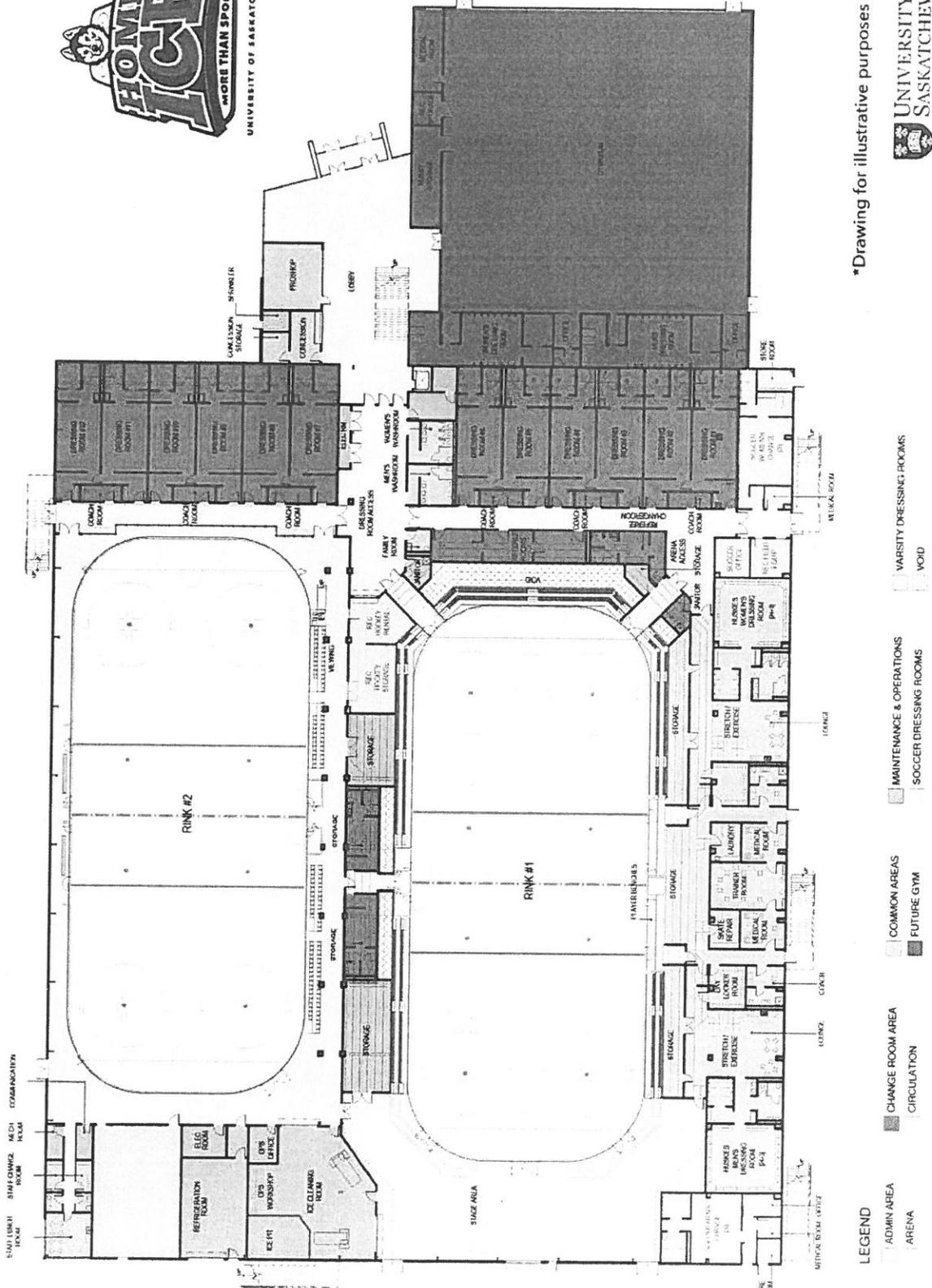
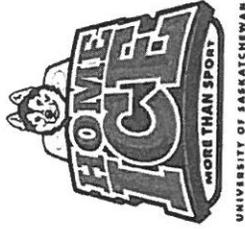
Proposed Complex MAIN FLOOR

acdbt

ARCHITECTURE

WSP

Wright



*Drawing for illustrative purposes only

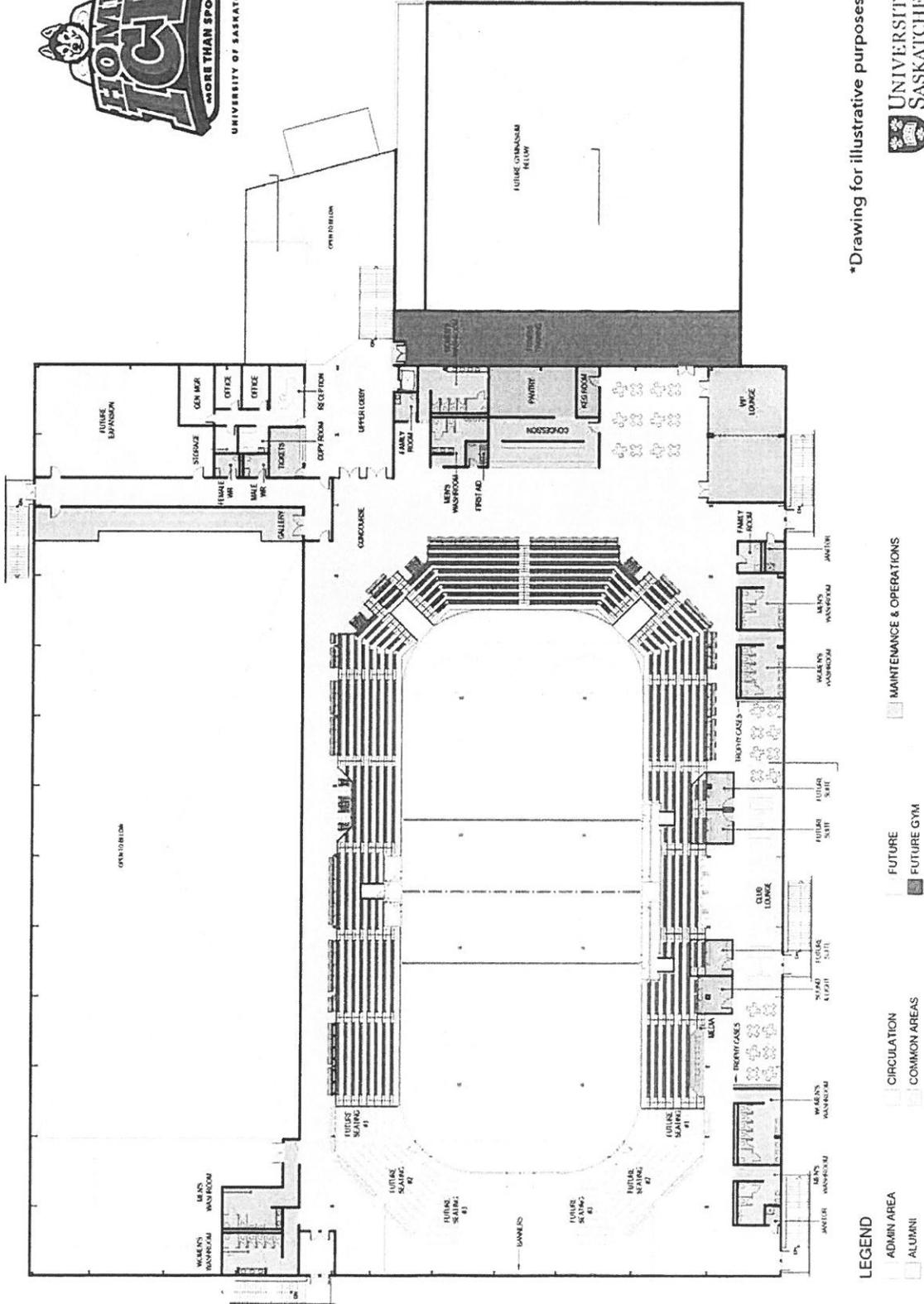
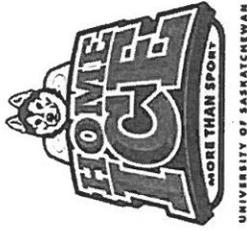




Proposed Complex UPPER LEVEL



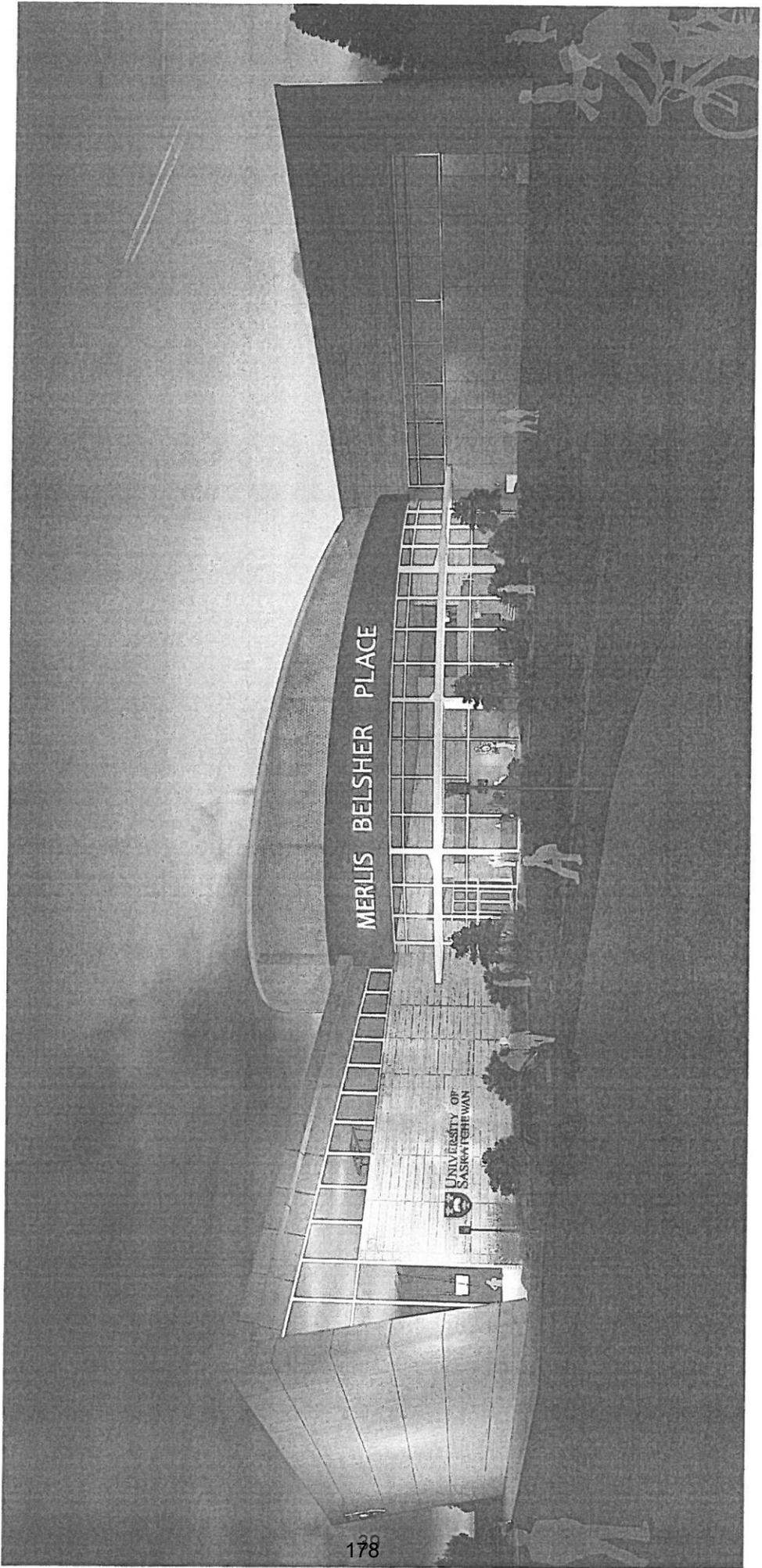
ARCHITECTURE



*Drawing for illustrative purposes only



- LEGEND**
- ADMIN AREA
 - ALUMNI
 - CIRCULATION
 - COMMON AREAS
 - FUTURE
 - FUTURE GYM
 - MAINTENANCE & OPERATIONS



December 16, 2016

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

To the Members of City Council and Administration,

Saskatoon Sports Tourism has been actively supporting the development of multi – purpose ice surfaces in Saskatoon for many years. Facilities with expanded seating capacity to host provincial, national and international sport events are important to the economic development of our sport community, and our city. The development of new two ice surfaces and training facilities at the University of Saskatoon (Merlis Belsher Place) is a major step forward for our community. We are facing huge challenges in luring sport events to Saskatoon, as more and municipalities develop facilities with multiple ice surfaces (four to six sheets of ice) with the necessary seating capacity to host provincial, national and international competitions. There is no questioning the need for such a facility for our sport community. The current host rotation of many of our winter sports (hockey, ringette, broomball, curling, etc.) requires us to bid on events for 2020 and beyond and the competition is very stiff.

There are events in curling, figure skating, speed skating, hockey, ringette, ball hockey and broomball that we do not bid on due to the seating capacity requirements that preclude using a large facility such as SaskTel Centre. Our city has an outstanding reputation for hosting and sponsorship of national and international events, and there are many sports organizations that would love to add Saskatoon to their rotation. Sports tourism is the fastest growing tourism segment in Canada, worth \$5.2 billion dollars annually. The economic impact of sport events is important to our economy, especially when the economy is struggling. Championships need to occur annually, regardless of the current economic outlook. Saskatoon Sports Tourism fully supports the Saskatoon Minor Hockey Association's efforts to secure additional civic funding to assist in completing Merlis Belsher Place as quickly as possible.

Sincerely,



Randy Fernets
Managing Director
Saskatoon Sports Tourism

Arena Partnership – Terms of the Contribution Agreement for Capital Funding Toward the University of Saskatchewan’s Proposed Twin Pad Ice Facility

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the proposed terms of the Contribution Agreement, for the \$1.0 million capital contribution to a twin pad ice facility on the University of Saskatchewan property, be approved as outlined in this report;
2. That the City Solicitor be requested to prepare the Contribution Agreement, based on the approved terms of the agreement; and
3. That His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

This report is to provide an overview of the proposed terms of the Contribution Agreement with the University of Saskatchewan for the \$1.0 million in capital funding for a proposed twin pad ice facility. The terms and spirit of intent of a Contribution Agreement with the University of Saskatchewan is to ensure ongoing community access to the new twin pad ice facility.

Report Highlights

1. The proposed terms and conditions of the Contribution Agreement with the University of Saskatchewan are centered on ongoing community access, community engagement in the early stages of planning and scheduling, and a requirement for annual reporting back on community usage statistics.

Strategic Goal

Under the Strategic Goal of Quality of Life, the recommendations of this report support the long-term strategies of supporting community-building through direct investment and ensuring existing and future leisure centres and other recreational facilities are accessible, physically and financially, and meet community needs.

Background

During its April 25, 2016 meeting, City Council resolved:

- “1. That the Administration be authorized to negotiate a contribution agreement wherein the City of Saskatoon would provide a \$1.0 million capital contribution to a twin pad ice facility on the University of Saskatchewan property, based on the contribution agreement recognizing ongoing community access to the facility; and

2. That upon conclusion of the negotiations, the Administration bring forward the proposed agreement for the Committee’s consideration.”

Report

Proposed Terms of the Contribution Agreement

In developing the terms and conditions of the Contribution Agreement, consideration has been given to including specific service outcomes identified in the Recreation and Parks Master Plan.

The key terms and conditions, and the spirit of intent for the Contribution Agreement, are intended to ensure ongoing community access to the twin pad ice facility. The following is a summary of the proposed Contribution Agreement for the \$1.0 million capital contribution to the University of Saskatchewan (University) for the twin pad ice facility. The Contribution Agreement is to be entered into by the City of Saskatoon (City) and the University. The City acknowledges the University intends to engage an experienced and respected national ice rink operator to operate and maintain the facility. The Contribution Agreement will be substantially in compliance with the terms outlined below:

- a. The City is to provide a one-time capital contribution in the amount of \$1.0 million towards the overall facility capital cost;
- b. The University agrees to assume all ongoing maintenance, operating, and lifecycle costs of the twin pad ice facility;
- c. The University, through the facility operator, will ensure the facility design and scheduling is planned considering the needs of the various community-based ice user groups. The University will also make the facility design and project timelines available to share with the community as the project progresses;
- d. The University, through the facility operator, and as part of the business model, has a goal to ensure that use of the twin pad ice facility will provide for:
 - i) ice sport activities for minor sports groups and community groups;
 - ii) drop-in ice activities;
 - iii) interactive public skating;
 - iv) dryland sports, such as indoor lacrosse and ball hockey in the off seasons; and
 - v) community-based rental activities throughout the year;
- e. The University, based on discussions with Saskatoon Minor Hockey related to the design and use of the facility, intends to formalize arrangements for the use of the twin pad ice facility through a formal contract.

- f. The University will provide access to community ice user groups to rent space for tournaments and special events;
- g. The University, through the facility operator, will work to optimize the use of the facility through scheduling of activities in such a way as to maximize opportunities for the university and the community;
- h. The University will ensure the facility operator establishes the ice rental rates to be comparable to the Saskatoon market rate for ice rentals; and
- i. The University, for the first five years of operation, will provide to the City on an annual basis, a summary report on the usage statistics, with highlights on the usage by community-based organizations. In the event community usage does not meet the spirit and intent of community access envisioned by this agreement, representatives from the City and the University would collaborate to improve usage in these areas.

Options to the Recommendation

As an alternative, City Council may choose to:

- a) not approve the terms of the agreement as outlined in the report; or
- b) provide further direction to the Administration on possible additions to the terms of the Contribution Agreement.

Public and/or Stakeholder Involvement

After receiving City Council approval on April 25, 2016, to proceed with negotiations, the Administration met with representatives of the University to formalize the proposed terms of the Contribution Agreement, with a focus on ensuring ongoing community access to the new facility.

Financial Implications

There are no new immediate financial implications of the recommendation as \$1.0 million was approved as part of the 2016 Capital Budget under Capital Project No. 1665 - Arena Partnerships. This would be considered a one-time capital contribution. The ongoing operating costs will be covered by the owner or operator of the facility. There will be no ongoing operating impact to the City.

Once the arena is in operation, the Administration will see a future impact to the Youth Sports Subsidy Program. This is a direct result of the youth ice user groups continuing to grow and require more ice rental time. The City provides a 40% subsidy on all eligible rental costs for youth sport organizations. Those impacts will be reported out annually as part of the overall Youth Sports Subsidy operating budget.

Other Considerations/Implications

There are no policy, environmental, privacy, or CPTED implications or considerations; a communication plan is not required at this time as the University will be launching the project in the community in the coming months.

Due Date for Follow-up and/or Project Completion

Pending City Council authorization, the Administration, along with the City Solicitor, would undertake to meet with representatives of the University to formalize and execute the Contribution Agreement.

Public Notice

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

Report Approval

Written and

Reviewed by: Lynne Lacroix, Director of Recreation and Community Development

Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2016/RCD/PDCS – Arena Partnership – Terms of the Contribution Agreement for Capital Funding Towards the U of S
Proposed Twin Pad Ice Facility/ks/kb

FINAL/APPROVED – R. Grauer – May 17, 2016

Ice Allocation for Civic Arenas - 2016 Actuals

| ARENA | Average # of Prime Time Hours Available per Week Net of Floods | SMHA Usage 2016 | All Usage | % Used by SMHA | % Used by all Other Users | Total % Prime Time Utilized |
|---------------------------|---|------------------------|------------------|-----------------------|----------------------------------|------------------------------------|
| ACT | 1,100 | 982 | 1,089 | 90% | 10% | 99% |
| Archibald | 1,100 | 974 | 1,004 | 97% | 3% | 91% |
| Cosmo Civic Centre | 1,100 | 847 | 1,014 | 83% | 17% | 92% |
| Gordie Howe Kinsmen Arena | 1,100 | 1,044 | 1,082 | 97% | 3% | 98% |
| Lions | 1,100 | 262 | 1,020 | 26% | 74% | 93% |

Hours available based on period of October 1st to 3rd week in March, SMHA season.

60 hours per week of prime time per facility less 10 hours required for floods equals 50 hours of net prime time available.

25 weeks less 2 weeks in December when SMHA shuts down.

Less 250 prime time hours allocated to Public Skating

50 hours times 5 facilities times 23 weeks less 250 hours public skating equals 5,500 hours. 1,100 hours per facility.

| Space Amenity Type | Priority Ranking | Project | Lifecycle Growth New Initiative ¹ | New or Existing Capital Project | Project Description | Estimated Project Cost | Delivery – Partnership Framework |
|--------------------------|---|--|--|---------------------------------|--|---|--|
| Indoor Priorities | | | | | | | |
| Leisure Ice | #1 | Ice Arena | Growth | New | Options to Consider: a) Build new Ice arena including leisure Ice (1 – 2 arenas). b) Add another ice sheet to an existing City owned arena. c) Partner with other stakeholders to add a new arena. | a) \$6 – \$12M b) \$4.5M c) \$1M | a) City owned/operated. b) City owned/operated. c) Partner owned/operated. |
| Arena Facility | #4 | | | | | | |
| Walking/Running Track | #2 | Saskatoon Field House: Main Track Flooring | Lifecycle | New | To repair and replace sections of the main track flooring at the Saskatoon Field House. The floor is degrading and, if not repaired, will no longer be able to support future sporting and track events. | \$900,000 | City owned/operated. |
| Indoor Child Playground | #3 | Indoor Child Playgrounds | Lifecycle | New | Consider repurposing space within existing Leisure Centres to build indoor child playgrounds. | \$50,000 – \$100,000 | City owned/operated. |
| Recreation Facility | Any number of the Top #1 to 10 Priorities | Recreation Facility Development | Growth | New | To build new recreation facility or facilities (e.g. City Centre Recreation Facility, Northeast Recreation Facility). | \$15 – \$25M w/o aquatics. \$25 – \$50M w/ aquatics. | Options to Consider: <ul style="list-style-type: none"> • City owned/operated. • Jointly owned/operated. • Jointly owned and Partner operated. |

19

1 Lifecycle and replacement costs to upgrade/replace/repurpose existing facilities and parks.
 New infrastructure/facility needs: tied to new growth.
 New infrastructure/facility needs: new initiatives (facilities the City has not traditionally provided).

Note: Annual operating costs are not included in this summary. It is expected that a full analysis of operating budget implications and partnership options would be undertaken prior to approving any capital project and that sufficient annual operating funds would be allocated to any approved project.

| Space Amenity Type | Priority Ranking | Project | Lifecycle Growth New Initiative ¹ | New or Existing Capital Project | Project Description | Estimated Project Cost | Delivery – Partnership Framework |
|--|------------------|---------------------------------|--|---------------------------------|---|---|----------------------------------|
| Outdoor Priorities | | | | | | | |
| Trail Network/System | #1 | MVA Trail Expansion | Growth | New | This project will complete the Meewasin Trail in the southwest part of Saskatoon near the Circle Drive South Bridge and would be in partnership with the MVA. | \$250,000 – \$500,000 (City's Contribution) | Partner owned/operated. |
| Festival Venue/Amphitheatre | #2 | Kinsmen Park Festival Site | New | Existing #2114 (Unfunded) | Development of the Festival site at Kinsmen Park. | \$400,000 | City owned/operated. |
| Festival Venue/Amphitheatre | #2 | Victoria Park Upgrades | Lifecycle and New | Existing #2471 (Unfunded) | Upgrades outlined in the Victoria Park Program Plan and include formalizing a special event site. | \$1.06 M | City owned/operated. |
| Passive Park (including natural areas) | #3 | Chief Whitecap Park Development | Growth | Existing #2353 (Unfunded) | Includes naturalization of the uplands, development of a primary and secondary pathway system, and the development of a natural shelterbelt. | \$450,000 | City owned/operated. |
| Child Playground | #4 | Play Structures (City Wide) | Lifecycle | Existing #1938 (Unfunded) | This project will replace various playground structures throughout the City (19 existing wooden structures). | \$2.5M | City owned/operated. |

¹ Lifecycle and replacement costs to upgrade/replace/repurpose existing facilities and parks.
 New infrastructure/facility needs: tied to new growth.
 New infrastructure/facility needs: new initiatives (facilities the City has not traditionally provided).

Note: Annual operating costs are not included in this summary. It is expected that a full analysis of operating budget implications and partnership options would be undertaken prior to approving any capital project and that sufficient annual operating funds would be allocated to any approved project.

| Space Amenity Type | Priority Ranking | Project | Lifecycle Growth New Initiative ¹ | New or Existing Capital Project | Project Description | Estimated Project Cost | Delivery – Partnership Framework |
|--------------------------------|------------------|---|--|---------------------------------|--|------------------------|--|
| Outdoor Priorities (Continued) | | | | | | | |
| Child Playground | #4 | Accessible Playground | Growth | Existing #2354 (Unfunded) | Build a fourth destination accessible playground in Ashworth Holmes Park to complete the goal of building one in each quadrant of the city. | \$400,000 | City owned/operated Community cost sharing anticipated. |
| Track and Field Spaces | #4 | Outdoor Track and Field Venue | New Initiative | New | The development of a new or enhanced track and field venue. | \$5 – 8M | <ul style="list-style-type: none"> Partner owned/operated (potentially on City land). - OR - Jointly owned/operated. |
| Water Spray Parks | #6 | Paddling Pool/ Recreation Unit Repair/Replacement | Lifecycle | New | The City currently has 30 paddling pools. 20 could use major repair or replacement. | \$4 – 8M | City owned/operated. |
| Boating Facilities | #6 | Boat Launch | Lifecycle | Existing #2352 (Unfunded) | Construction will include piles to stabilize the launch, an entrance to the site, landscaping, and signage. | \$120,000 | City owned/operated. |
| Parks | #6 | Park Irrigation/Drainage | Lifecycle | Existing #1648/1653 (Unfunded) | Various neighbourhood and riverbank parks. | \$2M | City owned/operated. |
| Parks | #6 | Hudson Bay Park (Review) | Lifecycle | Existing #2114 (Unfunded) | Involves a program plan review and survey, and site analysis for the Hudson Bay Area Parks (Pierre Radisson, Henry Kelsey North, and Scott). | \$2.06M | City owned/operated. |

¹ Lifecycle and replacement costs to upgrade/replace/repurpose existing facilities and parks.
New infrastructure/facility needs: tied to new growth.
New infrastructure/facility needs: new initiatives (facilities the City has not traditionally provided).

Note: Annual operating costs are not included in this summary. It is expected that a full analysis of operating budget implications and partnership options would be undertaken prior to approving any capital project and that sufficient annual operating funds would be allocated to any approved project.



MEMORANDUM

DATE: January 25, 2017
TO: Councillor Darren Hill, Chair,
 Standing Policy Committee on Planning
 Developing and Community Services
FROM: Tim Hodgson & Kelly Boes
SUBJECT: Responses to Questions arising from
 January 9, 2017 **Home-Ice Campaign** Presentation

1. Project Scope

Would the University or fundraising team consider “changing the scope” of the project for the initial phases of construction if they are short full funding and in an effort to get the shovels in the ground?

The scope of this project cannot change. Commitments to the stakeholders and donors, including the community at large have been made. Changes to the scope would alter their understanding of the project when the gifts were made. We view any change at this stage to be inappropriate.

The scope of the project including the architectural design incorporates the twin-ice pads and the two-basketball court gym.

The pre-engineered structure with the required sport-specific standard dimensions (ice and gym areas) have been designed to be cost effective, provide usage efficiency and public comfort. Plans to enable the pre-engineered structural components to be ordered are nearing completion by the architect.

2. Project Timelines

What are the timelines for the start of construction and projected opening for operations under the following circumstances?

- i) If no new funding is received to cover the current \$6M shortfall
- ii) If a portion, but not all of the \$6M funds are secured (possibly from the City and other sources)
- iii) If the remaining \$6M funding is confirmed/received in the next month or two from a variety of funders.

What is the trigger point to start construction? And, will this final push on the fundraising delay the project until 100% of the funds are raised?

The timeline for the start of construction is late April 2017 with the goal to have the ice facility open by October 2018.

- i) If no new funding is received, we would return to the University of Saskatchewan for further discussion. Fundraising initiatives would proceed with optimism.
- ii) & iii) We would return to the University of Saskatchewan, advise them of our success and recommend that construction commence in late April 2017.

3. Funding Sources

The fundraising volunteers continue to explore opportunities to secure the remaining funds from individuals, businesses, and service clubs within our community.

Funding support from both the Federal and Provincial government has been solicited with no funding available from either source. This multi-purpose complex was deemed ineligible for funding from the Canada 150 Infrastructure Program.

The City of Saskatoon contribution is critical to meeting the overall fundraising goal. The importance of this multi-purpose sports complex to our community is apparent. We submit that an additional contribution by the City of Saskatoon will indicate leadership and inspire others to contribute to complete all funding requirements.

It is important to note the business and funding model of a similar facility currently planned to be constructed. It is public knowledge that the University of Alberta has announced a partnership for the construction of a twin-ice facility on their campus. One ice facility is to be used for the community. The estimated capital cost of this project is \$65M. The funding model is as follows:

| | |
|-----------------------------|---------------------|
| University of Alberta | \$20M |
| City of Edmonton | \$20M |
| Province of Alberta | <u>\$25M</u> |
| Total Projected Cost | <u>\$65M</u> |

We understand that the City of Edmonton, following negotiations and a presentation by the University has approved the \$20M investment. It has been reported that the University has raised \$16M towards their \$20M commitment. We have no current knowledge of the stage of the funding proposal to the Province of Alberta.

4. Parking

Merlis Belsher place is part of the university's College Quarter development and subject to DCD7 zoning which specifies parking requirements. A parking study to determine the amount and location of parking facilities to comply with the DCD7 zoning is currently being completed. Once the study is complete the university is responsible for determining the operating model for parking with the goal of maximizing accessibility

for facility users in collaboration with the Field House, while taking surrounding parking facilities into account.

5. Donor List

Donor and prospective donor privacy and confidentiality is taken very seriously. It is not appropriate to disclose these names of donors or the amount of their commitments. There is no relevance to the City of Saskatoon community leadership role in this project except for disclosure of provincial and federal assistance, if any.

To enable this project to be successful and commence immediately, a lead donor committed \$12.25M, (approx. 30% of the capital cost). A second lead donor contributed \$4M. Three other lead donors contributed a cumulative \$2.5M. These community minded donors have contributed a total of \$18.75M (approx. 46% of the capital cost). Additionally, other community minded donors have contributed \$4.25M. The above donations total \$23M (56%).

The University of Saskatchewan will be responsible for all costs associated with this project beyond the \$29M campaign goal.

6. Gym Usage

We cannot comment on this as the terms of the agreement with the donor are not finalized. All of the partners remain committed to exploring options for usage by the community.

7. Impact on City rink usage by SMHA

What is the potential impact of the City owned rinks and Minor Hockey time booked at those rinks when the new U of S Arena opens?

SMHA is confident that it will be able to add 1200-1500 hours of ice from the University of Saskatchewan twin-ice arena to its programs. Our analysis shows that SMHA could allocate approximately 1500 more practices to our programs.

SMHA and its zones currently utilize approximately 9,900 hours of ice between tryouts in September through the end of the season at approximately March 20th.

Until the actual SMHA allocation and schedule from the University rinks can be finalized with Nustadia, the rink operator, SMHA is not in a position to determine with exactness if there will be any excess ice it will have on hand at either ~~COS~~ City of Saskatoon or the private arenas for other user groups to absorb.

SMHA is willing to look further at the possibility of a written agreement with the City of Saskatoon for future ice rentals.

8. Other Considerations

- The community rink, with the undertaking to allocate up to 1500 hours to SMHA will satisfy their need for 5-7 years. This allows time for the City of Saskatoon to develop a plan for additional ice facilities going forward.
- The City of Saskatoon will not be responsible for operational costs, necessary equipment and administration for the community rink.
- The requested funding of \$3M can be scheduled for payment over a period of years at the discretion of the city....suggested 4 years.

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January 23, 2017

Councilor Darren Hill, Chair
Standing Policy Committee on Planning,
Development and Community Services
c/o City Clerk's Office
City Hall Saskatoon, Sask.

Councillor Hill

Thank you very much for allowing us the opportunity to present last Jan. 9th, to the Standing Policy Committee on Planning, Development and Community Services of which you are the Chair.

We appreciate the dialogue that ensued and we believe members of the committee had a better understanding of our proposal.

There were, however, questions that the committee had, that we could not answer immediately. We have taken your counsel and prepared this attached reply.

We would appreciate the opportunity to speak again with the committee at your next meeting, Jan. 30th at 9:00 a.m.

Sincere regards,

Tim Hodgson
Saskatoon Chair

Kelly Boes
ED, Saskatoon Minor Hockey Assoc.

Campaign Chair
Dave King

National Campaign Team

- Mike Babcock
- Lori Boesch
- Jack Brodsky
- Willie Desjardins
- Doug Hodson
- Todd McLellan
- Ron Robison
- Bill Seymour
- Hayley Wickenheiser
- Vaughn Wyant

Regional Campaign Chairs

- Tim Hodgson
Saskatoon
- Lori Boesch
Regina
- Del Chapman
Calgary
- Richard Kortje
Vancouver
- John Gordon
Doug Senyk
Toronto



500-1
x 5500-1

MEMORANDUM



DATE: January 20, 2017
TO: Councillor Darren Hill, Chair,
Standing Policy Committee on Planning
Developing and Community Services
FROM: Tim Hodgson & Kelly Boes
SUBJECT: Responses to Questions arising from
January 9, 2017 **Home-Ice Campaign** Presentation

The Home-Ice Campaign Committee, in consultation with the University of Saskatchewan has provided the following responses to the questions arising from the January 9, 2017 meeting of the Standing Policy Committee on Planning.

1. Project Scope

Would the University or fundraising team consider “changing the scope” of the project for the initial phases of construction if they are short full funding and in an effort to get the shovels in the ground?

The scope of this project cannot change. Commitments to the stakeholders and donors, including the community at large have been made. Changes to the scope would alter their understanding of the project when the gifts were made. We view any change at this stage to be inappropriate.

The scope of the project including the architectural design incorporates the twin-ice pads and the two-basketball court gym.

The pre-engineered structure with the required sport-specific standard dimensions (ice and gym areas) have been designed to be cost effective, provide usage efficiency and public comfort. Plans to enable the pre-engineered structural components to be ordered are nearing completion by the architect.

2. Project Timelines

What are the timelines for the start of construction and projected opening for operations under the following circumstances?

- i) If no new funding is received to cover the current \$6M shortfall
- ii) If a portion, but not all of the \$6M funds are secured (possibly from the City and other sources)

iii) If the remaining \$6M funding is confirmed/received in the next month or two from a variety of funders.

What is the trigger point to start construction? And, will this final push on the fundraising delay the project until 100% of the funds are raised?

The timeline for the start of construction is late April 2017 with the goal to have the ice facility open by October 2018.

- i) If no new funding is received, we would return to the University of Saskatchewan for further discussion. Fundraising initiatives would proceed with optimism.
- ii) & iii) We would return to the University of Saskatchewan, advise them of our success and recommend that construction commence in late April 2017.

3. Funding Sources

The fundraising volunteers continue to explore opportunities to secure the remaining funds from individuals, businesses, and service clubs within our community.

Funding support from both the Federal and Provincial government has been solicited with no funding available from either source. This multi-purpose complex was deemed ineligible for funding from the Canada 150 Infrastructure Program.

The City of Saskatoon contribution is critical to meeting the overall fundraising goal. The importance of this multi-purpose sports complex to our community is apparent. We submit that an additional contribution by the City of Saskatoon will indicate leadership and inspire others to contribute to complete all funding requirements. A \$4M total investment by the City would represent just under 10% of the total project cost.

It is important to note the business and funding model of a similar facility currently planned to be constructed. It is public knowledge that the University of Alberta has announced a partnership for the construction of a twin-ice facility on their campus. One ice facility is to be used for the community. The estimated capital cost of this project is \$65M. The funding model is as follows:

| | |
|-----------------------------|---------------------|
| University of Alberta | \$20M |
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| Total Projected Cost | <u>\$65M</u> |

We understand that the City of Edmonton, following negotiations and a presentation by the University has approved the \$20M investment. It has been reported that the University has raised \$16M towards their \$20M commitment. We have no current knowledge of the stage of the funding proposal to the Province of Alberta.

4. Parking

Merlis Belsher place is part of the university's College Quarter development and subject to DCD7 zoning which specifies parking requirements. A parking study to determine the amount and location of parking facilities to comply with the DCD7 zoning is currently being completed. Once the study is complete the university is responsible for determining the operating model for parking with the goal of maximizing accessibility for facility users in collaboration with the Field House, while taking surrounding parking facilities into account.

5. Donor and Prospective Donor List

Donor and prospective donor privacy and confidentiality is taken very seriously. It is not appropriate to disclose these names or the amount of their commitments. There is no relevance to the City of Saskatoon community leadership role in this project except for disclosure of provincial and federal assistance, if any.

Discussions are ongoing regarding the potential opportunity to receive funding from Saskatoon's Destination Marketing Program. An application for funding will be made. However, we have been advised that, if approved, funds committed would be less than \$30,000.

To enable this project to be successful and commence immediately, a lead donor committed \$12.25M, (approx. 30% of the capital cost). A second lead donor contributed \$4M. Three other lead donors contributed a cumulative \$2.5M. These community minded donors have contributed a total of \$18.75M (approx. 46% of the capital cost). Additionally, other community minded donors have contributed \$4.25M. The above donations total \$23M (56%).

The University of Saskatchewan will be responsible for all costs associated with this project beyond the \$29M campaign goal.

With the commitment by the community, the University and the City, a much stronger collaboration is formed, fulfilling the mandate outlined in the City's Recreation and Park Master Plan.

6. Gym Usage

All of the partners remain committed to exploring options for usage by the community.

7. Impact on City rink usage by SMHA

What is the potential impact of the City owned rinks and Minor Hockey time booked at those rinks when the new U of S Arena opens?

SMHA is confident that it will be able to add 1200 to 1500 hours of ice from the University of Saskatchewan twin-ice arena to its programs. Our analysis shows that SMHA could allocate approximately 1500 more practice hours to our programs.

SMHA and its zones currently utilize approximately 9,900 hours of ice between tryouts in September through the end of the season at approximately March 20th.

Until the actual SMHA allocation and schedule from the University rinks can be finalized with Nustadia, the rink operator, SMHA is not in a position to determine with exactness if there will be any excess ice it will have on hand at either City of Saskatoon or the private arenas for other user groups to absorb.

SMHA is willing to look further at the possibility of a written agreement with the City of Saskatoon for future ice rentals.

8. Other Considerations

- The community rink, with the undertaking to allocate up to 1500 hours to SMHA will satisfy their need for 5-7 years. This allows time for the City of Saskatoon to develop a plan for additional ice facilities going forward.
- The City of Saskatoon will not be responsible for operational costs, necessary equipment and administration for the community rink.
- The requested funding of \$3M can be scheduled for payment over a period of years at the discretion of the city....suggested 4 years.

Progress Update – South Caswell Redevelopment Project – Former Transit Facility Site

Recommendation

That the report of the General Manager, Community Services Department, dated January 30, 2017, be forwarded to City Council for information.

Topic and Purpose

This report provides an update on the progress of the redevelopment plans for the South Caswell Redevelopment Project (former Transit facility site).

Report Highlights

1. Once redevelopment plans and possible future uses are identified for the area, a more generalized Concept Plan will be created, while still reflecting the community values and vision for the area, as outlined in the 2010 Concept Plan.
2. There are considerable site preparation efforts associated with the South Caswell Redevelopment Project. Phasing of redevelopment will be strategic, based on the results of the detailed Phase II Environmental Site Assessment (ESA) and required infrastructure improvements.
3. A Safe and Secure Plan (Plan) has been established for the South Caswell Redevelopment Project, and will be implemented after Saskatoon Transit completely relocates to the new Civic Operations Centre.
4. A short-term use strategy is being explored to determine whether the former Saskatoon Transit buildings may be used by City of Saskatoon (City) Administration. It is yet to be determined whether interim uses can be accommodated while site preparation activities are underway.

Strategic Goals

This project supports the Strategic Goals of Environmental Leadership, Asset and Financial Sustainability, and Sustainable Growth. The elimination of the risks associated with site contamination corresponds to the long-term Strategic Goal of addressing soil quality issues on properties owned by the City.

Background

During its May 30, 2016 meeting, the Standing Policy Committee on Planning, Development and Community Services (Committee) received an information report that provided an update on the redevelopment plans for the South Caswell Redevelopment Project site.

The Committee requested that the Administration report back on:

- “1. A revised concept plan and timing;
2. A funding strategy and the phasing of the redevelopment of the South Caswell Transit facility site by the end of 2016 or as soon as practical; and
3. Safety and security measures that will be implemented as soon as the South Caswell Transit facility site is vacated.”

Report

Revised Concept Plan and Timing

Due to new information regarding environmental conditions of the project sites and the condition of existing buildings, amendment options to the 2010 Concept Plan are being reviewed.

A more generalized Concept Plan will be proposed, while still reflecting the community values and vision for the area, as outlined in the 2010 Concept Plan. The proposed Concept Plan amendments and any consequential zoning changes are expected to be brought forward once redevelopment plans and future uses are refined. The plans will be vetted through the community before being presented to Committee and City Council.

Funding Strategy and Phasing of Redevelopment

Based on a preliminary estimate of the known site preparation costs and the potential revenues from land sales, there is an estimated funding gap ranging from \$2 million to \$4 million. During 2017 Budget deliberations, City Council approved \$1 million under Capital Budget No. 2459 – Land Development-South Caswell Hill Redevelopment, for the remediation and/or immediate infrastructure improvements needed for the Saskatoon Transit facility sites. Additional funding will be required for future years to further assist with infrastructure upgrades and the development of amenities in the area.

Further collaboration with specific City departments/divisions will begin this year, regarding infrastructure improvements needed to bring the properties to a developable standard, as well as potential funding options.

Phasing of redevelopment will be strategic, based on the results of the detailed ESA and required infrastructure improvements. The detailed ESA will begin in January 2017. The results will provide for more accurate remedial costs and options, and will provide further direction on how and when the sites can be redeveloped. Additional information on the detailed ESA is provided in Attachment 1.

Safe and Secure Plan

Saskatoon Transit began moving from its current Caswell Hill location to the new Civic Operations Centre (COC) on Valley Road at the beginning of January 2017. The move involved the relocation of existing equipment needed for Saskatoon Transit operations, including all buses located on the sites.

The Caswell Hill location will continue to be managed by the City until sold for redevelopment. During this time, environmental testing and remediation will occur, as well as potential servicing upgrades and/or site preparation activities. It is anticipated that this work will occur on the City-owned sites throughout 2017 and 2018.

A Safe and Secure Plan has been established for the sites, and will be implemented after Saskatoon Transit completely moves from their current location (mid-February 2017). The COC Project Team is responsible for taking the proper measures to make the current Saskatoon Transit facility sites safe and secure after Saskatoon Transit vacates the area. This Plan includes the relocation of existing equipment to COC; disposal of unneeded equipment, furniture, fixtures; securing the exterior (doors, windows, pits); and securing the interior (lights, heating, ventilation, and air conditioning systems). This Plan is intended to secure the buildings and outdoor storage areas from unwanted access and/or vandalism.

To protect against property risk or damage, the sites will be monitored and inspected regularly once Saskatoon Transit vacates the area. In addition, it is expected that site preparation activities, including environmental testing and remediation, will be occurring on the sites, which will activate the area until redevelopment plans are confirmed.

Interim Uses

A short-term use strategy is being explored to determine whether the existing structures can be utilized as holding buildings for inactive equipment and vehicles, and whether City staff can utilize the office space. It is yet to be determined when or whether interim uses can be accommodated while site preparation activities are underway on the sites. Findings of the detailed ESA will assist with determining the feasibility and possibility of interim uses.

Saskatoon Transit will continue to use a portion of the parking lot on Avenue C North until the end of July 2017. New signage will be installed, identifying the parking lot for use by Saskatoon Transit employees. Surplus parking areas will be closed to prevent access to the area. Saskatoon Transit will maintain this area during the period of continued use.

Financial Implications

There are no immediate financial implications as a result of this report. An update will be provided once potential funding options are explored.

Public and/or Stakeholder Involvement

The Caswell Hill community and South Caswell stakeholders have been involved with the redevelopment and engagement process to date. The Planning and Development Division will continue to work with the Caswell Hill community and South Caswell stakeholders as this redevelopment project moves forward.

Environmental Implications

Once the reclamation of the properties begin, GHG emissions could be associated with this work. These implications will be reviewed and identified at a later date. If demolition of existing structures is required, as much of the material as possible will be reused to minimize use of the City’s landfill.

Other Considerations/Implications

There is no policy, privacy, or CPTED implications or considerations required at this time.

Due Date for Follow-up and/or Project Completion

The detailed ESA is scheduled for completion in early 2017. Risk assessment and/or remediation options are anticipated to be received by mid-2017, and will be presented in a further report to Committee, once all options have been explored.

Public Notice

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

Attachment

1. Detailed Phase II Environmental Site Assessment Update

Report Approval

Written by: Melissa Austin, Senior Planner, Neighbourhood Planning Section
Reviewed by: Lesley Anderson, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department
Jeff Jorgenson, General Manager, Transportation and Utilities Department

S/Reports/2017/PD/PDCS – Progress Update – South Caswell Redevelopment Project – Former Transit Facility Site/gs-

Detailed Phase II Environmental Site Assessment Update

Previous environmental investigations have identified petroleum hydrocarbon and lead contamination within the soil on the former Saskatoon Transit facility sites; however, the exact extent of the impacts are not known. A detailed Phase II Environmental Site Assessment (ESA) is required to fully delineate the contamination, which will determine the exact level of environmental risk. Results of the detailed Phase II ESA work will influence the remedial and site reuse options, which will ultimately lead to an improved soil quality and the maintenance of environmental protection.

On November 10, 2016, a Request for Proposals (RFP) was issued for environmental consulting services that included the completion of a detailed Phase II ESA with recommendations for remediation and/or risk management of the contamination for the Saskatoon Transit facility sites.

The purpose of the RFP was to invite interested proponents to prepare and submit competitive proposals for consulting services pertaining to:

- Stage 1: Reviewing pertinent site historical information and executing Phase II ESA field work that will achieve delineation; complete Phase II ESA report.
- Stage 2: Utilizing Phase II data results; outline site management options that include risk assessment and/or remediation.

The consulting services scope of work does not include tendering and construction of the remediation. Upon receipt of appropriate specifications and designs from the consultant, the City will review options for the applicable construction service.

Proposals were received from 10 companies within Saskatchewan. The proposals were evaluated by a multi-divisional committee, including Environmental and Corporate Initiatives and Planning and Development, using the evaluation criteria and points, as outlined in the RFP. Following the evaluation, the proposal with the highest score was submitted by SNC-Lavalin.

The detailed Phase II ESA work is expected to begin in February 2017. The results of the detailed Phase II ESA are expected in April 2017.

Funding for the consulting services for the detailed Phase II ESA, related to the current Saskatoon Transit facility site located in the Caswell Hill neighbourhood will be provided from Capital Project No. 1584 – Civic Operations Centre.

Funding for Play Structures and Additional Park Costs at New School Sites

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That a portion of the contingency fund, up to a maximum of \$800,000, in Capital Project No. 1579 - Land Purchases - School Sites be allocated to share in the costs of providing play structures at each of the integrated school sites in the Hampton Village, Stonebridge, Evergreen, and Rosewood neighbourhoods, as outlined in this report; and
2. That a portion of this same contingency fund, up to a maximum of \$400,000, be allocated, as outlined in this report, for the park landscaping and construction costs required to design and develop the integration of the neighbourhood park parcels with the school site parcels.

Topic and Purpose

This report recommends partial funding for play structures at each of the new school sites in the Hampton Village, Stonebridge, Evergreen, and Rosewood neighbourhoods. This report also recommends funding for the additional park landscape design and construction costs required to create a workable interface between the school and park parcels.

Report Highlights

1. The City of Saskatoon (City) received a joint letter from the Greater Saskatoon Catholic Schools and the Saskatoon Public Schools (School Divisions) requesting a financial contribution toward the purchase of four play structures; one for each of the four new school sites in the neighbourhoods of Hampton Village, Stonebridge, Evergreen, and Rosewood (see Attachment 1).
2. Parks Division staff identified landscaping and park construction needs during the design and establishment of the four new school sites. On two of the four sites, significant grading revisions are required to create a workable interface between the school and park parcels. Associated with this are unexpected costs for additional catch basins, as well as the need to create park conditions capable of supporting student use beginning September 2017.

Strategic Goal

This report supports the City's Strategic Goal of Quality of Life by helping to establish primary services (recreation and education) of high importance to citizens, by ensuring recreational facilities are accessible and meet the needs of the community, and by supporting community building through direct investment and the provision of good access to flexible community space in neighbourhoods.

Background

During its December 2, 2002 meeting, City Council adopted the concept of a Community Centre Levy. This levy was in response to decisions by the local school boards and the Saskatchewan Ministry of Education (Ministry) to not provide elementary schools in two new neighbourhoods. This left residents with no community hub for neighbourhood meetings and events, and no program site for the community association and others to provide programs and services.

At its August 15, 2012 meeting, City Council resolved that the Community Centre Levy be based on the year-to-year cost of acquiring 8.0 acres of potential school site property in each developing neighbourhood. This levy facilitates the acquisition of land for school sites, or as an alternative, provides appropriate municipal funding for the establishment of a reasonable community centre in any neighbourhood where the Ministry decides that school construction is not warranted.

During its October 27, 2014 meeting, City Council further resolved that the Administration be instructed to negotiate contribution and lease agreements for the proposed new school sites.

At its March 23, 2015 meeting, City Council approved the proposed terms of the contribution agreement, and that the Administration proceed with creating a capital project for preparing and acquiring the schools sites in order to lease them to the School Divisions. The main funding source for Capital Project No. 1579 – Land Purchases – School Sites (Project No. 1579) was the Community Centre Levy Reserve (approximately \$20 million) along with a Ministry contribution of \$8.06 million. In the report, the Administration noted that in addition to land acquisition costs, there would be parcel reconfiguration costs and infrastructure costs that were yet to be fully quantified and would vary by site.

As part of prudent planning, the Administration identified the need for contingency funds for unforeseen circumstances. Approximately \$3.9 million was set aside with a commitment that the Administration would report to City Council on any remaining unallocated funds in the overall project, and identify how those funds could be allocated within the four neighbourhoods.

Report

Funding for Play Structures

On December 2, 2016, the Administration received a joint letter from the Saskatoon Public Schools and the Greater Saskatoon Catholic Schools (School Divisions) requesting a financial contribution from the City toward the purchase of four play structures; one to be installed at each of the four school sites. Suggested funding for this commitment was a portion of the contingency funds remaining in Project No. 1579.

In the letter, it indicates that each of the four school sites will include a large outdoor basketball court, as well as two future play structures for each of the two schools; a total of 16 play structures for the four new school sites. In the past, the School Divisions

have worked with school community councils, community associations, and the City to develop plans for playground design and fundraising efforts.

To date, play structures on school property have not been funded by the City, as there has been no funding to do so. Related to available City funding for play structures, the Parks and Recreation Levy is used to fund the installation of play structures in all new neighbourhood parks, and other funding has been through the Park Enhancement Grant, in partnership with community associations, and the Reserve for Capital Expenditures. All aforementioned play structures are located within City-owned park space.

These new schools are located adjacent to a neighbourhood core park where the City is planning to install (or has installed) a play structure as part of the park development and funded through the Parks and Recreation Levy. The Administration recognizes that once the schools open, with the two schools per site and the resulting volume of students, the demand for play structures will exceed the capacity of the City-owned play structure in the adjacent park.

The primary intent for establishing the Community Centre Levy was to support community recreation space and opportunities at the neighbourhood level. Given that the Community Centre Levy is the primary source of funding for Project No. 1579, the Administration views using this levy funding for play structures on school property as being consistent with the intent of the levy. In order to help meet the recreation needs of students and neighbourhood children outside of school hours, the Administration is recommending financial support for the equivalent of four play structures.

The City recently tendered play structure replacement projects, and for larger structures, the cost estimates ranged from \$150,000 to \$160,000, depending on the necessary rework at the site. The School Divisions estimate the cost of one complete play structure, with accessible play components, landscaping, and installation, to be approximately \$200,000. Based on this estimate, the Administration recommends a funding commitment to a maximum of \$800,000 from the contingency fund within Project No. 1579 to be shared equally between the two School Divisions. The School Divisions acknowledge this would be a one-time financial contribution for the play structures, and that the play structures will be owned and maintained by the School Divisions.

Funding for Park Costs

Parks Division staff identified additional park construction/rehabilitation requirements during the design and establishment of the four new schools (Rosewood, Hampton Village, Stonebridge, and Evergreen). It has become evident that on two of the four sites, significant grading revisions are required to create a workable interface between the school and park parcels. Associated with this are unexpected costs related to additional catch basins and the need to create park conditions capable of supporting student use as of September 2017 (e.g. costs for turf establishment and maintenance). Although funding for some site preparation and grading was set aside, the additional costs were not part of the original capital budgeting for the development of these parcels.

Parks Division staff have been working closely with the project management staff for the integrated school projects to facilitate, as seamlessly as possible, the interface of the schools and park sites. The final costs are yet to be determined. The estimated magnitude of new costs for each site are as follows:

- a) Stonebridge - \$31,250;
- b) Evergreen - \$99,500;
- c) Rosewood - \$196,500; and
- d) Hampton Village - \$22,750.

The Administration is recommending these costs, up to a maximum of \$400,000, be funded through the contingency within Project No. 1579.

Options to the Recommendation

City Council may choose to deny the request to use the contingency fund to assist in funding the play structures and the additional park costs at the new integrated schools. Alternatively, City Council could recommend a different contribution amount for the play structures on the school sites, or an alternative source of funding.

Public and/or Stakeholder Involvement

The School Divisions have undertaken extensive engagement in the design and development of the new school sites, and recently began discussions with the school community councils, the community associations, and the community regarding fundraising required for the play structures at the new schools.

Communication Plan

Pending City Council approval of the funding, a joint communication release will be arranged between the City and the two School Divisions.

Financial Implications

If the recommendations of this report are approved, approximately \$2.7 million will remain as contingency within Project No. 1579.

Other Considerations/Implications

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

Public Notice

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

Attachment

1. Letter from Saskatoon Public Schools and Greater Saskatoon Catholic Schools

Report Approval

Written by: Lynne Lacroix, Director of Recreation and Community Development
Approved by: Randy Grauer, General Manager, Community Services Department
Murray Totland, City Manager

Letter from Saskatoon Public Schools and Greater Saskatoon Catholic Schools



December 2, 2016

Lynne Lacroix
 Director of Recreation and Community Development
 City of Saskatoon
 222 3rd Avenue North
 Saskatoon SK S7K 0J5

Dear Lynne:

Greater Saskatoon Catholic Schools and Saskatoon Public Schools are excited to be opening joint-use schools in September 2017 in four Saskatoon neighbourhoods: Evergreen, Rosewood, Stonebridge and Hampton Village. This joint-use facility will be a tremendous benefit to the community for many years to come. The school divisions have worked closely together to develop school designs that we believe will enhance opportunities for both school and community use.

As you are aware, the school sites are adjacent to Municipal reserve land. The municipal reserve is at different stages of development in these neighbourhoods by the City of Saskatoon. The school sites include a large outdoor basketball court and two future playgrounds for each of the two schools. Traditionally, our school divisions have worked with school community councils, community associations, and the city to develop plans for playground design and fundraising.

Greater Saskatoon Catholic Schools and Saskatoon Public Schools are asking for a financial commitment from the City of Saskatoon toward the purchase of four playground structures to be erected on each of the four school sites. This commitment could come from reserves created through the Community Resource Levy accumulated in each of these neighbourhoods. We provide the following points for your consideration:

- The school divisions view the playground structures as community assets to be enjoyed and utilized by all who come to them.
- We recognize that any contribution by the City would be one time. The play structures will be owned and maintained by the school divisions.
- As MR space is not likely to be fully developed until after the schools open in September 2017 in two of the neighbourhoods, both school divisions are anxious to provide some outdoor play opportunities for our students and families on the school sites. Commencing fund raising now will hopefully result in play structures in place for the fall of 2017.
- In order to provide City counsellors with the scope of the project, it should be noted that Greater Saskatoon Catholic School's recent installation of playground equipment at Holy Family School and Saskatoon Public Schools' recent installation of playground equipment at École Alvin Buckwold School cost approximately \$200,000 each.

Both school divisions will continue to work closely together as we prepare for the opening of what is anticipated to be amazing facilities opening in September 2017. We look forward to partnering with the City of Saskatoon as the project moves to completion.

Sincerely,


 John McAuliffe
 Superintendent of Education – Facilities
 Greater Saskatoon Catholic Schools



Stan Laba
 Superintendent of Facilities
 Saskatoon Public Schools