

ORDER OF BUSINESS

REGULAR MEETING OF CITY COUNCIL

SEPTEMBER 23, 2013, AT 6:00 P.M.

1. **Approval of Minutes** of regular meeting held on September 9, 2013.
2. **Public Acknowledgements**
3. **Hearings**
4. **Matters Requiring Public Notice**
5. **Unfinished Business**
6. **Reports of Administration and Committees:**
 - a) Report No. 7-2013 of the Municipal Planning Commission;
 - b) Administrative Report No. 15-2013;
 - c) Legislative Report No. 12-2013;

- d) Report No. 15-2013 of the Planning and Operations Committee;
- e) Report No. 5-2013 of the Audit Committee; and
- f) Report No. 18-2013 of the Executive Committee.

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

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

9. Question and Answer Period

10. Matters of Particular Interest

11. Enquiries

12. Motions

13. Giving Notice

14. Introduction and Consideration of Bylaws

Bylaw No. 9134 - The Residential Parking Program Amendment Bylaw, 2013

Bylaw No. 9135 - A Bylaw of The City of Saskatoon to raise by way of loan through sinking fund debentures the sum of Forty-Five Million Dollars (\$45,000,000.00) to pay a portion of the cost of the design and construction of the new Police Headquarters Facility in the City of Saskatoon.

Bylaw No. 9136 - The Traffic Amendment Bylaw, 2013 (No. 4)

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

His Worship the Mayor and City Council
The City of Saskatoon

REPORT
of the
MUNICIPAL PLANNING COMMISSION

Composition of Commission

Ms. Janice Braden, Chair
Mr. Andy Yuen, Vice-Chair
Councillor Charlie Clark
Ms. Colleen Christensen
Mr. Al Douma
Mr. Laurier Langlois
Ms. Leanne DeLong
Mr. Karl Martens
Mr. Stan Laba
Ms. Jodi Manastyrski
Ms. Kathy Weber
Mr. James Yachyshen
Mr. Jeff Jackson

1. Bylaw Amendments for Adult Entertainment Venues
(Files: CK. 4350-012-2 x CK. 127-1)

RECOMMENDATION: that the direction of City Council issue with respect to the following recommendations of the General Manager, Community Services Department:

- 1) that City Council approve the advertising with respect to the proposal to amend Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011, as indicated in the report of the General Manager, Community Services Department dated August 26, 2013:

- 2) that the General Manager, Community Services Department, be requested to prepare the required notice for advertising the proposed amendments;
- 3) that the City Solicitor be requested to prepare the required bylaw amendments to Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011; and
- 4) that at the time of the public hearing, City Council consider the Administration's recommendation that the proposed Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011 amendments be approved.

Attached is a report of the General Manager, Community Services Department, dated August 26, 2013, bringing forward proposed amendments to Zoning Bylaw 8770 and Adult Services Licensing Bylaw 9011, to define adult only liquor-permitted premises that regularly feature live adult entertainment, including striptease, as identified in the proposed changes to provincial liquor regulations; and to establish land use regulations, including where such establishments may be located in Saskatoon.

The Commission reviewed the report with the Administration at its meeting held on September 10, 2013.

Ms. Laura Westman, representing the Nutana Community Association, spoke at the meeting expressing concerns the Association, which includes the Broadway district, has regarding the matter. She stated that this could be an opportunity for Saskatoon to declare itself "Adult Entertainment Venue Free".

After considerable discussion, which included the possibility of applying a buffer between adult entertainment venues and residential areas, and/or increasing the proposed minimum separation distance of 160 metres; as well as the impact the introduction of adult entertainment venues into the community may have, a motion to support the recommendations of the General Manager, Community Services Department, was lost.

Respectfully submitted,

Ms. Janice Braden, Chair

TO: Secretary, Municipal Planning Commission
FROM: General Manager, Community Services Department
DATE: August 26, 2013
SUBJECT: Bylaw Amendments for Adult Entertainment Venues
FILE NO.: CK. 4350-012-002, x CK. 127-1, PL. 4350-Z12/12 and PL. 4005-9-12

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

- 1) that City Council approve the advertising with respect to the proposal to amend Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011, as indicated in the attached report;
- 2) that the General Manager, Community Services Department, be requested to prepare the required notice for advertising the proposed amendments;
- 3) that the City Solicitor be requested to prepare the required bylaw amendments to Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011; and
- 4) that at the time of the public hearing, City Council consider the Administration's recommendation that the proposed Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011 amendments be approved.

TOPIC AND PURPOSE

The purpose of this report is to bring forward proposed amendments to Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011 that will define adult only liquor-permitted premises that regularly feature live adult entertainment, including striptease, as identified in the proposed changes to provincial liquor regulations. The amendments will also establish land use regulations including where such establishments may be located in Saskatoon.

REPORT HIGHLIGHTS

1. Striptease on an occasional basis would be considered part of live entertainment offered in nightclubs.
2. Nightclubs offering striptease on a regular basis are adult entertainment venues.
3. It is recommended that adult entertainment venues be allowed in the same zoning districts where nightclubs are permitted, and have a minimum separation distance of 160 metres from any other adult entertainment venue or in-call adult service agency and a minimum separation distance of 160 metres from any school, park, or recreational facility.

4. Of the municipalities reviewed, nightclubs that provide striptease are typically found in industrial districts, downtown, and major arterial commercial districts.
5. The Provincial Regulations relating to live adult entertainment (striptease) will be implemented on January 1, 2014.

STRATEGIC GOAL

This report supports the City's Strategic Goal of Quality of Life. The proposed amendments would ensure that nightclubs that regularly feature live adult entertainment are appropriately located so as to have minimal impact on the character of neighbourhoods.

BACKGROUND

At its June 10, 2013 meeting, City Council considered a report from the General Manager, Community Services Department dated May 8, 2013, regarding proposed changes to the provincial liquor regulations. The report highlighted areas where possible bylaw amendments would be required, and requested City Council's approval to communicate the City's position to the Saskatchewan Liquor and Gaming Authority (SLGA). The report also recommended proceeding with amendments to Adult Services Licensing Bylaw No. 9011 and Zoning Bylaw No. 8770 to regulate striptease activity. City Council resolved in part:

“that the Administration report on any necessary steps to regulate strip-tease activity, including amendments to both the Adult Services Licensing Bylaw No. 9011 and Zoning Bylaw No. 8770.”

REPORT

Current Regulations

A nightclub, as defined in Zoning Bylaw No. 8770, permits live entertainment. Nightclubs are considered a permitted use in the B6 and IH Districts and as a discretionary use in the B3, B4, B4A, B5, B5B, B5C, IL1, and DCD1 Districts. Nightclubs are also considered a discretionary use in the M3 and M4 Districts provided it is part of a motel or hotel. Zoning Bylaw No. 8770 outlines criteria for the evaluation of discretionary use applications for nightclubs. The evaluation criteria include:

- a) the impact of use on nearby residential and business uses;
- b) the concentration of similar uses in the vicinity; and
- c) the relevant local area plan policies for the neighbourhood.

Striptease as proposed by SLGA, would be considered live entertainment; therefore, would be permitted in a nightclub. Striptease would not be permitted in other establishments such as lounges or taverns (as defined by Zoning Bylaw No. 8770) where beverage alcohol may be served but do not provide for live entertainment. Any

person performing striptease would be considered an adult service performer and would be required to be licensed under Adult Services Licensing Bylaw No. 9011.

Current definitions and regulations in Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011 do not clearly differentiate between nightclubs and nightclubs that primarily provide striptease.

Comparison With Other Canadian Municipalities

A review of other municipalities was undertaken to identify where nightclubs that provide striptease are permitted to operate and what land use regulations have been implemented. Information was obtained from Calgary, Edmonton, Lloydminster, Red Deer, Regina, Vancouver, Victoria, and Winnipeg.

Of the municipalities reviewed, nightclubs that provide striptease are typically found in industrial districts as well as downtown and major arterial commercial districts. A separation distance between other establishments providing adult services and other land uses such as residential, parks, schools, places of worship, child care facilities, and recreation services is also noted in some cities. The separation distances vary from 150 metres to 500 metres. A summary of regulations from other municipalities is included in Attachment 1.

Proposed Definition

Nightclubs that feature striptease are not clearly defined in Zoning Bylaw No. 8770 or Adult Services Licensing Bylaw No. 9011. The Administration recommends that Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011 be amended to define nightclubs that feature live adult entertainment more than twice in a calendar month as adult entertainment venues. The proposed definition would not affect occasional performances at established nightclubs.

Land Use Options

The establishment of adult entertainment venues may impact the character of a neighbourhood in which the premises are located. To ensure the character of neighbourhoods is not impacted by a concentration of adult entertainment venues, the Administration recommends that Adult Services Licensing Bylaw No. 9011 be amended to require a 160 metre separation distance between adult entertainment venues and in-call adult service agencies. To minimize impact on incompatible land uses, it is also recommended that Zoning Bylaw No. 8770 be amended to provide for a minimum separation distance of 160 metres from schools, parks, and recreational facilities.

The primary difference between a nightclub and a proposed adult entertainment venue is the frequency of adult entertainment. Other than potential impact on character of a neighbourhood, it is concluded that land use impacts such as traffic, parking, and noise would be the same between the two uses. The Administration is proposing that adult entertainment venues be allowed in the same zoning districts as nightclubs and be

subject to the same conditions of approval. Should an existing nightclub change use to an adult entertainment venue, discretionary use approval would be required. Attachment 2 illustrates zoning districts where adult entertainment venues would be permitted and discretionary uses. Any adult entertainment venue would be subject to the proposed 160 metre separation distance requirements within these districts.

Timing of Provincial Regulations

The proposed amendments to Provincial Regulations, to permit the serving of alcohol and live adult entertainment (striptease) on the same premises, were originally intended for implementation in the summer of 2013. The City asked for a short delay in order to facilitate a review by the Administration and City Council. As a consequence, the Provincial Regulations are now intended for implementation on January 1, 2014.

OPTIONS TO THE RECOMMENDATION

City Council may consider the option to reject the proposed amendments. The Administration would require further direction from City Council regarding where adult entertainment venues should be permitted to be located within Saskatoon. This option would allow any adult entertainment venue to operate without a separation requirement.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

There is no financial impact.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

The Business Improvement Districts and the Saskatchewan Hotel Association have been contacted and asked to provide comments prior to the public hearing.

COMMUNICATION PLAN

Should the proposed amendments be approved, the Business Improvement Districts and Saskatchewan Hotel Association will be advised.

ENVIRONMENTAL IMPLICATIONS

No environmental and/or greenhouse gas implications have been identified at this time.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

There are no safety or CPTED issues identified at this time.

PUBLIC NOTICE

Should this application be approved for advertising by City Council, it will be advertised in accordance with Public Notice Policy No. C01-021, and a date for a public hearing will be set. A notice will be placed in The StarPhoenix two weeks prior to the public hearing. The Business Improvement Districts, Saskatchewan Hotel Association, and any person who has submitted written comments on this proposal to the Planning and Development Branch will be advised of the date of the public hearing.

ATTACHMENTS

1. Regulations for Adult Entertainment Venues from Other Municipalities
2. Adult Entertainment Venues Land Use Reference Map

Written by: Darryl Dawson, Manager, Development Review Section; and
Melissa Austin, Planner, Development Review Section

Reviewed by: “Alan Wallace”
Alan Wallace, Manager
Planning and Development Branch

Approved by: “Randy Grauer”
Randy Grauer, General Manager
Community Services Department
Dated: “Aug 28/13”

Approved by: “Murray Totland”
Murray Totland, City Manager
Dated: “Sept 6/13”

Regulations for Adult Entertainment Venues from Other Municipalities

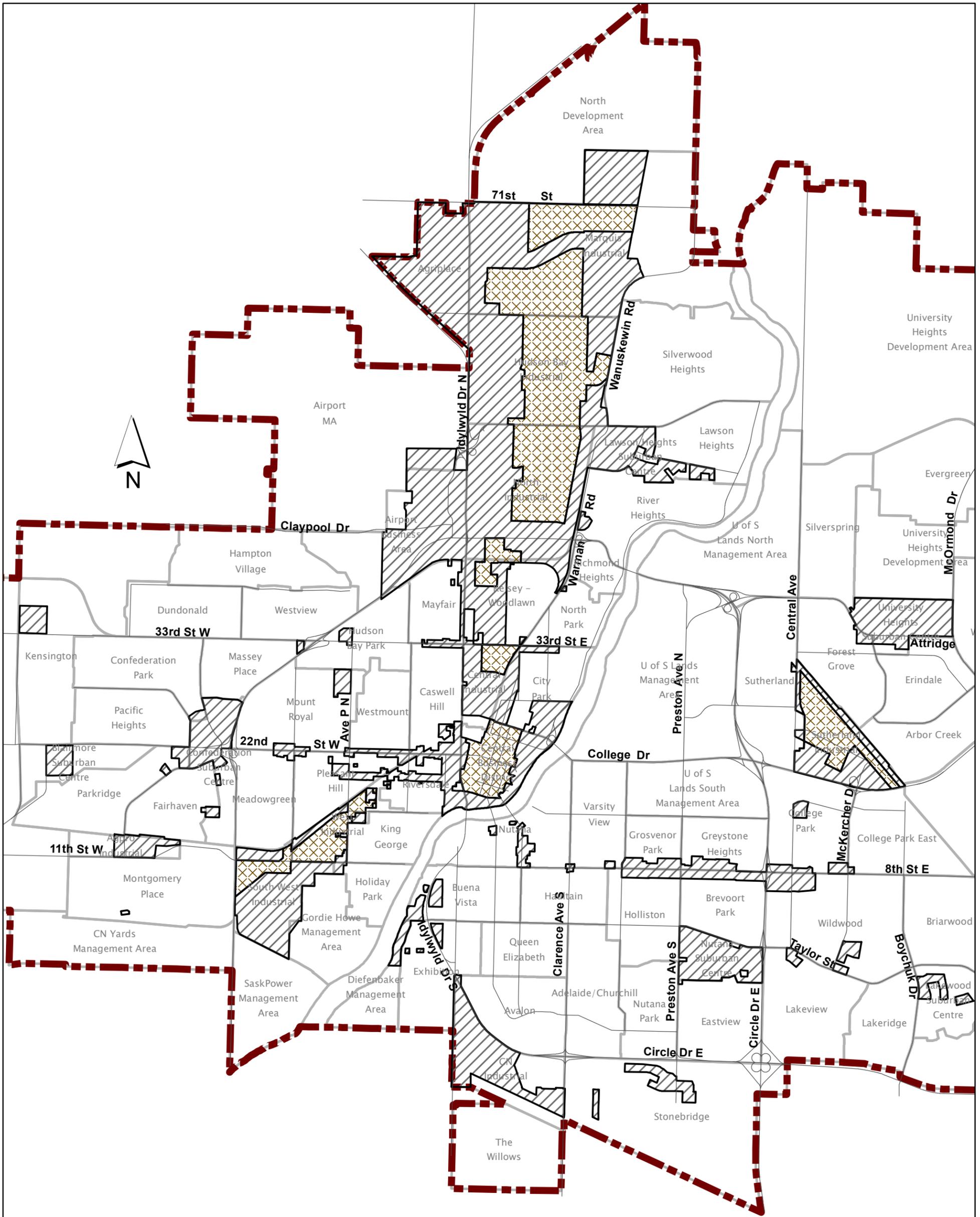
June, 2013

City	Definition of 'Adult Entertainment'	Zoning Districts	Separation Requirements
Calgary	<p>"exotic entertainment" means a nude or semi-nude activity performed for an audience of one or more persons, wholly or partially designed to appeal to sexual appetites or inclinations and includes:</p> <p>(i) An activity where the principal feature or characteristic is the nudity or semi-nudity of any person; and</p> <p>(ii) An activity where the word "nude", "naked", "topless", "bottomless", "sexy" or any other word or picture, symbol or representation having a similar meaning or implication is used in any advertisement for the activity.</p> <p><i>(Bylaw No. 47M86)</i></p>	<p>Activity of exotic entertainment can take place in a commercial venue that is licensed as an entertainment establishment. A night club or drinking establishment does allow the activity providing they have an entertainment establishment license.</p>	<p>No separation distance requirement for commercial venues that allow exotic entertainment.</p>
Edmonton	<p>"exotic entertainment venue" means any premises where live nude or semi-nude performances are offered.</p> <p><i>(Bylaw 13138)</i></p>	<p>Discretionary use in the IH – Heavy Industrial District</p>	<p>No separation distance requirement for Exotic Entertainment Venues.</p>
Lloydminster	<p>"adult entertainment" means any premises or part thereof where live performances, the main feature of which is the nudity or partial nudity of any person, are performed as a Principal use or an Accessory use to some other business activity which is conducted on the premises. Typical uses include strip clubs or shows and exotic dancing. For the purposes of the bylaw, partial nudity includes less than completely covered areas of human breasts, the genitals and/or buttocks.</p> <p><i>(Bylaw 49-2012)</i></p>	<p>Discretionary Use in M1-Light Industrial and M2-Heavy Industrial Districts</p>	<p>Adult Entertainment Establishments must have a minimum radial separation distance of 300m or more from districts not deemed compatible.</p> <p>The location must be 300m away from the property line of child care facilities, recreation services, public parks, religious assemblies.</p> <p>Adult Entertainment Establishments cannot be located within 500m of any other adult entertainment sites.</p>

City	Definition of 'Adult Entertainment'	Zoning Districts	Separation Requirements
Red Deer	<p>"adult entertainment" means a live or recorded performance for an audience that shows or displays nudity or partial nudity involving exposure of human breasts, the genitals and/or the buttocks in a sexually explicit or suggestive manner and includes strip bars or shows, exotic dancing, topless or bottomless waiters or waitresses and nude mud wrestling but does not include an adult mini-theatre or lap dancing. (Land Use Bylaw 3357/2006)</p>	<p>Discretionary Use in C1 – Commercial (City Centre) and C4 – Commercial (Major Arterial) Districts</p>	<p>Drinking establishments where Adult Entertainment is permitted must be located 150m from the boundary of a lot containing an existing drinking establishment/late night club of either of which has a gross floor area greater than 186m².</p> <p>They must also be located on a site 150m from any Residential District or Direct Control District in which residential is the principal use, and any lot with an existing institutional service facility, any lot developed for active or passive park purposes (excluding buffer strips or boulevards), or other use which may have a playground as an ancillary element.</p>
Regina	<p>"adult cabaret" is a nightclub, bar, restaurant, or similar establishment that regularly features live performances that are characterized by the exposure of specified anatomical areas or by specified sexual activities. (Zoning Bylaw No. 9250)</p>	<p>Discretionary Use in IA(1) – Light Industrial; IB(1) – Medium Industrial; and IC(1) – Heavy Industrial Districts</p>	<p>No person shall establish an Adult Cabaret Establishment or enlarge an existing establishment closer than 182.88m from another Adult Cabaret Establishment, residential land use zone, single or multiple family residence, religious institution, school, public park, day care, club or funeral home.</p>
Vancouver	<p><i>No definitions in Zoning & Development Bylaw</i></p>	<p>Applications for establishments with exotic dancers or strippers are processed as nightclubs or cabarets. They are permitted in commercial districts and the downtown area.</p>	<p>An establishment with exotic dancers or strippers should not be located abutting, with or without the intervention of a street or lane, a residential use or residential district, school, church, community centre, hospital or other institutional building where activities may take place in the evening.</p> <p>There are no specific separation distances between venues required.</p>

City	Definition of 'Adult Entertainment'	Zoning Districts	Separation Requirements
Victoria	<i>No definitions in Zoning Regulation Bylaw</i>	Applications for adult entertainment venues are treated the same as cabarets and nightclubs. City Council reviews all liquor license requests and as part of the process may take into account the type of entertainment.	No specific regulations regarding separation distance.
Winnipeg	“ adult service or entertainment establishment ” means an establishment where any exhibition, display, dance, or service, or the sale or rental of products that involve the presentation or exposure to view of any portion of the female breast below the top of the areola, male genitals, female genitals, or the pubic hair, anus, or cleft of the buttocks of any person, or male genitals in a discernibly turgid state even if completely and opaquely covered but does not include establishments licensed by the Manitoba Liquor Control Commission, a dating and escort service, a massage parlour that do not meet the criteria above, or an “x-rated store”. (<i>Winnipeg Zoning By-Law 200/2006</i>)	Adult services or entertainment establishments are Conditional (discretionary) Uses in the Manufacturing Districts of MMU (Mixed), M1 (Light), M2 (General), and M3 (Heavy), with use-specific standards being applied in the zoning districts.	No Adult Service or Entertainment use may be located within 305m of any dwelling unit; any Parks and Recreation District or any park use in a Residential District; any other adult service or entertainment use; any place of worship; or any elementary, middle, or senior high school.

Adult Entertainment Venues Land Use Reference Map



Legend

-  Permitted Use
-  Discretionary Use
-  Neighbourhoods

Discretionary Use
B3, B4, B4A, B5, B5B,
B5C, IL1, DCD1, M3
and M4 Districts

Permitted Use
B6 and IH Districts

His Worship the Mayor and City Council
The City of Saskatoon

ADMINISTRATIVE REPORTS

Section A – COMMUNITY SERVICES

**A1) Land Use Applications Received by the Community Services Department
For the Period Between August 29, 2013 and September 11, 2013
(For Information Only)
(Files CK. 4000-5 and PL. 4300)**

RECOMMENDATION: that the information be received.

The following applications have been received and are being processed:

Subdivision

- Application No. 73/13: Circle Drive South/Valley Road/Landfill
Applicant: George Nicholson Franko Surveys for
City of Saskatoon, SaskPower, and the Crown
Parcel X (Ext. 2 and 5), Parcel W, and Parcel Z,
Plan No. 101833848; Parcel B, Plan No.
102050817; Parcel CS, Plan No. 102085174;
Legal Description: Power Road, Plan No. 62S07462; Part of
Roadway Parcel A, Plan No. 91S37657;
Roadway Parcels B and C, Plan No. 91S37657;
Parcel X (Ext 3), Plan No. 101833848;
Part of NE ¼ 13-36-6-W3rd and
Part of NW ¼ 13-36-6-W3rd
Current Zoning: AG
Neighbourhood: CN Yards Management Area and SaskPower
Management Area
Date Received: August 28, 2013
- Application No. 74/13: Arthur Rose Avenue
Applicant: George Nicholson Franko Surveys for
City of Saskatoon
Legal Description: Lot 5, Block 280, Plan No. 102102725
Current Zoning: IL2
Neighbourhood: Marquis Industrial
Date Received: August 28, 2013

Subdivision

- Application No. 75/13: Saskatoon Treated Water Supply System
Northeast – Aberdeen Regional
Applicant: Webster Surveys for SaskWater
Legal Description: Part of SE ¼ 9-37-4-W3rd
Current Zoning: DAG1
Neighbourhood: Holmwood Development Area
Date Received: August 29, 2013
- Application No. 76/13: Burrton Avenue Between 64th and 65th Street
Applicant: George, Nicholson, Franko and Associates for
City of Saskatoon
Legal Description: Part of SE ¼ 21-37-5-W3rd and
Part of Parcel Y, Plan No. 101932545
Current Zoning: IH
Neighbourhood: Marquis Industrial
Date Received: September 6, 2013

PUBLIC NOTICE

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

ATTACHMENTS

1. Plan of Proposed Subdivision No. 73/13
2. Plan of Proposed Subdivision No. 74/13
3. Plan of Proposed Subdivision No. 75/13
4. Plan of Proposed Subdivision No. 76/13

Section B – CORPORATE SERVICES

B1) Amendment to Capital Reserve Bylaw No. 6774 (Files CK. 1815-1, CS.185-3 and CS.1815-1)

- RECOMMENDATION:**
- 1) that the Photocopy Machine Replacement Reserve be redefined as outlined in this report; and
 - 2) that the City Solicitor amend Bylaw No. 6774 accordingly.

TOPIC AND PURPOSE(S)

This report recommends an amendment to Capital Reserve Bylaw No. 6774. This amendment would then clearly define the funds used for equipment supporting the mail and printing functions.

REPORT HIGHLIGHTS

The amendment of Section 32 of the Capital Reserve Bylaw No. 6774 expands the scope of the Photocopy Machine Replacement Reserve to include the use of funds to upgrade and replace equipment to support mail and printing functions.

STRATEGIC GOAL(S)

This report supports the City of Saskatoon Strategic Goal of Asset and Financial Sustainability by being transparent and accountable in our resource allocation. This report ensures the City's capital reserves are defined consistently with the City's capital needs.

REPORT

This report redefines the use of the Capital Reserve Bylaw No. 6774, Section 32 by revising the scope of the Photocopy Machine Replacement Reserve to include mail and printing functions. Sufficient funding exists to support these assets as photocopy equipment costs have decreased while mail service equipment costs have increased. The amendment to this bylaw will ensure the equipment can be purchased to increase the services provided by mail and printing functions.

Attachment 1 outlines the revised purpose, funding and expenditures for the Printing and Mail Equipment Replacement Reserve.

OPTIONS TO THE RECOMMENDATION

The Photocopy Machine Replacement Reserve can remain unchanged with the contribution reduced. However, this will not address the mail service equipment needs, resulting in requests for funding from the City's discretionary capital reserve (the Reserve for Capital Expenditures).

POLICY IMPLICATIONS

Should City Council approve the amendment to Capital Reserve Bylaw No. 6774, the requisite amendments would need to be made to the Bylaw.

FINANCIAL IMPLICATIONS

There are no financial implications.

COMMUNICATION PLAN

A public communication plan is not required.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

There is no required follow-up.

ENVIRONMENTAL IMPLICATIONS

No environmental and/or greenhouse gas implications have been identified at this time.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

There is no safety/crime prevention through environmental design identified at this time.

PUBLIC NOTICE

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

ATTACHMENT

1. Capital Reserve Bylaw No. 6774, Printing and Mail Equipment Replacement Reserve

B2) Incentive Application – WBM Office Systems (Files CK. 3500-13 and CS. 3500-1)

- RECOMMENDATION:**
- 1) that the application from WBM Office Systems for a five-year tax abatement on the incremental portion of taxes at 3718 Kinnear Place, as a result of their expansion in 2013, be approved as follows:

100% in Year 1
80% in Year 2
70% in Year 3
60% in Year 4
50% in Year 5; and
 - 2) that the City Solicitor be instructed to prepare the appropriate agreements.

STRATEGIC GOAL

This report supports the City of Saskatoon's Strategic Goal of Economic Diversity and Prosperity and the long-term strategy of creating a business-friendly environment where the economy is diverse and builds on our city and region's competitive strengths.

BACKGROUND

City Council approved Policy C09-014, Business Development Incentives on October 15, 1991, with the most recent update approved on March 26, 2012. The purpose of this policy is to make incentives available to businesses meeting the eligibility requirements listed within this Policy, to:

- Encourage them to locate or expand their operations in Saskatoon in order to create long term, skilled or semi-skilled jobs;
- Provide tax relief that will flow to companies creating new jobs;

- Place Saskatoon in a competitive position in attracting businesses that it would not otherwise occupy;
- Increase the long-term viability of a project; or
- Demonstrate the City's commitment to a business or industry.

In accordance with this policy, the SREDA Board of Directors, through a sub-committee, reviews the applications and brings forward recommendations to City Council.

REPORT

Attached is a report from Bruce Richet, Chair, Saskatoon Regional Economic Development Authority (SREDA) Board of Directors. The report is self-explanatory and provides the required information for City Council to consider the request from WBM Office Systems for a five-year tax abatement.

OPTIONS TO THE RECOMMENDATION

City Council has the option of denying the tax abatement; however, that would be contrary to policy.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The tax abatement will be offset by an equivalent amount of incremental property tax until it expires in year five. The impact in the first year is estimated at \$6,400. The total estimated value of the five-year abatement is \$23,000.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

None required.

COMMUNICATION PLAN

A public communication plan is not required.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

No further follow-up report is required, however, the abatement will be subject to an annual compliance audit undertaken by SREDA.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications identified at this time.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

ATTACHMENT

1. Report from Bruce Richet, Chair - SREDA Board of Directors dated September 3, 2013

B3) Debenture Bylaw
(Files CK. 1750-1 and CS. 1750-1)

- RECOMMENDATION:**
- 1) that the offer from RBC Dominion Securities Inc. and National Bank Financial Inc. (City's fiscal agents) be accepted and that His Worship the Mayor and the City Clerk be authorized to execute same;
 - 2) that City Council consider Debenture Bylaw No. 9135 which conforms to the terms and conditions of the sale, and specifically authorizes a \$45,000,000, 30-year sinking debenture issue to be dated October 2, 2013; and
 - 3) that the General Manager, Corporate Services Department, the City Solicitor, and the City Treasurer be instructed to take all such steps as may be necessary so as to give effect to the debenture issue and sale.

TOPIC AND PURPOSE

To receive approval from City Council for Debenture Bylaw No. 9135. This bylaw outlines the actual terms and conditions of the \$45,000,000, 30-year sinking fund debenture sale to the City's fiscal agents.

REPORT HIGHLIGHTS

1. The favourable borrowing cost obtained through the recent debenture sale.
2. The timely submission of issue documentation is required to meet debenture issue closing date.

STRATEGIC GOAL(S)

The Asset and Financial Sustainability Strategic Goal speaks to managing the City in a smart, sustainable way. This includes insuring that the City times its borrowing transactions to meet both its cash flow requirements and favourable market conditions.

BACKGROUND

At its meeting held on September 9, 2013, City Council considered and approved the following recommendation:

“that City Council grant authorization to the General Manager, Corporate Services Department, to accept the terms of a \$45,000,000 sinking fund debenture sale from the City’s fiscal agency, with a term to maturity of 30 years, and subject to the approval of the appropriate Debenture Bylaw.”

REPORT

Favourable Borrowing Cost

On September 10, 2013, the General Manager, Corporate Services Department, with the support of the Investment Committee, accepted an offer from the City’s fiscal agents to purchase \$45,000,000 par value City of Saskatoon debentures at an all-in-cost of 4.677%. As stated in the “Authorization to Borrow” report (Administrative Report No. 14-2013) recently adopted by City Council, the all-in-borrowing cost for a 30-year sinking fund debenture issue will likely fall within the 4.50% - 5.00% range.

The debenture issue, to be dated October 2, 2013, is structured as a 30-year sinking fund issue with the full principal amount maturing on October 2, 2043. The interest rate for the sinking fund debenture issue is fixed at 4.60% with interest paid on a semi-annual basis. In addition, the City will deposit \$871,709.92 annually to the Sinking Fund with the first deposit scheduled for October 2, 2014. These annual deposits, together with accumulated interest, will be sufficient to pay the full amount of the debenture principal maturing on October 2, 2043.

Timely Submission of Issue Documentation

The majority of debenture issues settle within three weeks from date of acceptance. In the City’s case, a debenture sale was accepted on September 10, 2013, with the closing date set for October 2, 2013. There is only one Council meeting scheduled during this time frame, therefore, it is imperative that the Debenture Bylaw be approved at this regularly scheduled meeting. Accordingly, the General Manager, Corporate Services Department, requested the City Solicitor to draft the required Debenture Bylaw for consideration at this Council meeting.

OPTIONS TO THE RECOMMENDATION

There are no options.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

Debt servicing will have an operating budget impact of approximately \$3,000,000 per annum. Initial assumptions included a 5.0% cost of borrowing. The recent debenture issue was completed at an all-in-borrowing cost of 4.677% which translates into a \$5.2 million savings accruing over the term of the loan.

COMMUNICATION PLAN

None required.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

No follow-up is required.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PRIVACY IMPACT

There are no privacy implications

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

Public Notice Hearings for borrowing on the new Saskatoon Police Services Headquarters project were held on May 20, 2008, and June 13, 2011.

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ATTACHMENT

1. Debenture Bylaw No. 9135.

Section E – INFRASTRUCTURE SERVICES

E1) Proposed Lease of City Buffer Strip Adjacent to 3415 Calder Crescent (File: CK. 4070-2 and IS. 4070-2)

- RECOMMENDATION:**
- 1) that the lease of a portion of buffer strip to Oasis Manor Estates Condominium Corporation at 3415 Calder Crescent according to proposed plan (Attachment 1) be approved;
 - 2) that the City Solicitor be requested to prepare the appropriate Bylaw and Lease Agreement for the proposed Buffer Strip adjacent to 3415 Calder Crescent; and
 - 3) that His Worship the Mayor and the City Clerk be authorized to execute the Lease Agreement under the Corporate Seal.

TOPIC AND PURPOSE

This report is to obtain approval to lease a portion of buffer strip adjacent to the parcel at 3415 Calder Crescent.

REPORT HIGHLIGHTS

1. An application was received from Oasis Manor Estates Condominium Corporation of 3415 Calder Crescent to lease a 310.90 square meter area (3345.61 square feet) of buffer strip for the purpose of installing a storage compartment not exceeding 10 square meters used to store lawn and garden tools to maintain the condominium site;
2. The Land Branch has advised the market value of land for this site is \$6.25 per square foot; and
3. Lease agreements follow *Policy C07-016, Lease of City Boulevard*. The policy indicates annual lease fees shall be calculated at 7 percent of the market value as determined by the Land Branch, the lease would be \$1,400 plus GST per year. The lease agreement will be a five-year term where the applicant will have the opportunity to renew the lease for a further five years based on new current market value costs or terminate the lease.

STRATEGIC GOAL

The information in this report supports the Strategic Goal, Quality of Life. This will allow the condominium site to provide an environmentally high standard of life and well being

for the residents and community by supplying sufficient equipment storage for site maintenance.

BACKGROUND

The buffer strip is currently unused space located between Calder Crescent and Clarence Avenue as shown in the attached plan (Attachment 1). The proposal to lease the vacant buffer strip is to install a storage compartment allowing storage for lawn and garden tools.

The Land Branch has advised that the market value price is \$6.25 per square foot. According to *Policy C07-016, Lease of City Boulevard*, lease fees are calculated based on 7 percent of the assessed land value.

REPORT

The Administration is supportive in leasing the portion of buffer strip adjacent to 3415 Calder Avenue. The annual lease will be \$1,400 plus GST per year.

If approved by City Council, the proposed lease will be subject to the following conditions:

- Fencing will be installed to prevent vehicle access between the street and the leased area, except at permitted driveways;
- Access will only be from the adjacent property;
- The lease area will be used for additional space as building storage that will not exceed 10 square meters;
- No permanent structures will be allowed on the leased area;
- Upon termination of the lease, the property will be returned to its pre-lease condition;
- The annual lease cost is determined using 7 percent of the current land value of \$6.25 per square foot. The annual lease cost will be \$1,400 per year plus GST;
- The applicant maintains General Liability Insurance in the amount of \$2,000,000.00 which will name the City as an additional insured;
- The initial term is a period of five years which can be renewed; and
- All utility repairs on the land are responsibility of the Lessee and will not be reimbursed.

The applicant has agreed to these conditions and has provided a non-refundable \$250 application fee to have the report submitted to City Council for approval of the Lease Agreement.

OPTIONS TO THE RECOMMENDATION

No other options were considered.

POLICY IMPLICATIONS

The propose lease meets the guidelines in *Policy C07-016, Lease of City Boulevard*.

FINANACIAL IMPLICATIONS

The boulevard lease will generate revenue in the amount of \$1,400 plus GST per year. This revenue will be allocated to the Dedicated Roadway Reserve for the future purchase of land required for construction of roadways.

PUBLIC AND /OR STAKEHOLDER INVOLVEMENT

The City of Saskatoon internal agencies were consulted with respect to the proposed lease. The City internal agencies were supportive of leasing the buffer strip which is subject to the following conditions:

- Parks Branch mows the lawn at this site with no objections as long as they can manage with a tractor and 15 foot mower;
- Community Services has no objections as long as the storage building does not exceed 10 square meters in area; and
- Public Works is supportive as long as the leased land is not too close to the 300 mm water main.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

There will be no follow up report.

COMMUNICATIONS PLAN

Communications activities for this land lease include advising internal stakeholders of changes to the lease agreement, to ensure maintenance and services are uninterrupted. Residents can contact the Land Branch with land use enquiries.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

ATTACHMENT

1. Proposed Lease – 3415 Calder Crescent

Section F – UTILITY SERVICES

F1) Partial Award of Saskatoon Transit Bench and Shelter Request for Proposal (Files CK. 7311-4 and WT. 366-1)

****This item has been withdrawn September 20, 2013.**

F2) Sole Source Purchase Over \$100,000 Nova Bus – Demonstration Articulating Buses (Files CK. 1402-1 and WT. 1402-1)

- RECOMMENDATION:**
- 1) that the Administration purchase two demonstration articulating buses from Nova Bus at a total cost of \$885,000 plus applicable taxes; and
 - 2) that Purchasing Services issue the appropriate Purchase Order to Nova Bus.

TOPIC AND PURPOSES

Saskatoon Transit is requesting City Council to approve the purchase of two demonstration articulating buses at a considerable reduction in cost.

REPORT HIGHLIGHTS

1. Administration is seeking approval to purchase two demonstration articulating buses from Nova Bus, at a total cost of \$885,000.
2. For comparison, the cost of purchasing these new would be approximately \$1,400,000, resulting in a savings of \$515,000.
3. Purchase of these buses is within Capital Project #0583 for the replacement and refurbishment of the transit fleet.
4. With the substantial savings of purchasing these two demonstration units, Transit Administration will have enough funds to purchase an additional new 40' foot bus.

STRATEGIC GOALS

This report supports the City of Saskatoon Strategic Goal of Asset and Financial Sustainability through continued fiscal responsibility, and a focused effort in meeting our business needs in a cost effective manner.

Also supported through this report is the Strategic Goal of Continuous Improvement, through continually increasing and improving Saskatoon Transit Fleet and the Strategic Goal of Moving Around through the continued improvement of the transit system.

BACKGROUND

During its 2013 Operating and Capital Budget Review, City Council approved Capital Project #0583 – Transit – Replace/Refurb Buses. This includes the purchase of new buses in 2013.

REPORT

With a growing ridership and increasing service levels, articulating buses are integral to providing reliable service to the many citizens who use the Saskatoon Transit service. Articulating buses allow Saskatoon Transit to meet the capacity needs of high frequency routes by carrying, on average, 50 more people than a regular 40 foot bus. Currently Saskatoon Transit has nine articulating units within the fleet.

Your Administration has been in discussion with representatives from Nova Bus with respect to two demonstration articulating buses, one being a 2010 and the other a 2011 model year unit. These units have only been used as demonstrations to various transit properties and are basically brand new; they are both structurally and mechanically sound and would be a valuable addition to the Saskatoon Transit Fleet.

Nova Bus has offered to sell Saskatoon Transit the two demonstration articulating buses at a total cost of \$885,000. The cost of purchasing these new would be approximately \$1,400,000, which represents a savings of \$515,000. This saving will allow Transit Administration to purchase an additional new 40' bus.

OPTIONS TO THE RECOMMENDATION

As an alternative, Transit could develop tender specifications or a Request for Proposal for this purchase. Your Administration is not aware of other bus companies that currently have available demonstration articulating buses of this nature and condition. It is probable that this tentative agreement will expire if Transit pursues a public tender course of action.

POLICY IMPLICATIONS

This sole source purchase is in accordance with City Council Policy C02-030 - Purchase of Goods, Services and Work and specifically under 4.3 (e) “for the supply of goods or equipment for trial use and for used or demonstration goods or equipment”.

FINANCIAL IMPLICATIONS

The cost to sole-source the purchase of the two demonstration articulating buses from Nova Bus is \$885,000 plus applicable taxes. There is adequate funding for these costs in Capital Project #0583 – Transit - Replace/Refurb Buses.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
X		\$885,000			

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Public and stakeholder engagement is not required.

COMMUNICATIONS PLAN

Savings on the purchase of two demonstration articulating buses would be included in the City of Saskatoon 2013 Report on Service, Savings and Sustainability.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

No further follow-up is required at this time.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PRIVACY IMPACT

There are no privacy implications

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

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PUBLIC NOTICE

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

Section G – CITY MANAGER

G1) Award of Contract - North Commuter Parkway Project and Traffic Bridge Replacement P3 Business Case (Files CK. 6050-10, CK. 6050-8, IS.6050-104-044 and CS.6050-1)

- RECOMMENDATION:**
- 1) that City Council approve the award for the North Commuter Parkway Project P3 Business Case to KPMG LLP for a total estimated cost of \$69,500.00 (plus GST); and
 - 2) that the City Solicitor be instructed to prepare the appropriate contract documents and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

TOPIC AND PURPOSES

The purpose of this report is to award the contract and prepare the agreement for the consultant work required to complete the North Commuter Parkway Project P3 Business Case. This Business Case is a part of the due diligence process, is an essential tool in determining how best to procure this major infrastructure project, and is also required by PPP Canada.

REPORT HIGHLIGHTS

1. A Request for Proposal to retain an advisor to prepare the P3 Business Case for the North Commuter Parkway Project was issued on August 1, 2013.
2. The Administration is recommending that the contract be awarded to KPMG LLP.

STRATEGIC GOALS

The application to PPP Canada supports the long-term strategy of increasing revenue sources and reducing reliance on property taxes under the Strategic Goal of Asset and Financial Sustainability.

The construction of the North Commuter Parkway supports the Strategic Goal of Moving Around, as it will optimize the flow of people and goods in and around the city.

BACKGROUND

City Council, at its meeting held on May 21, 2013, during consideration of Clause 2, Report No. 10-2013 of the Executive Committee regarding the North Commuter Parkway project, adopted the following recommendations:

- “1) that the Administration proceed with the North Commuter Parkway project based on the bridge and arterial roadway configuration recommendations of the Functional Planning Study;
- 2) that the Traffic Bridge Replacement project be combined with the North Commuter Parkway project; and
- 3) that the Administration continue to pursue available funding for this project from the Federal and Provincial Governments.”

REPORT

The Request for Proposal to retain a key advisor was issued.

The Request for Proposal (RFP) for an advisor to prepare the P3 Business Case for the North Commuter Parkway project (NCP) was issued on August 1, 2013, and closed on August 29, 2013. The RFP was publicly tendered by posting it on the SaskTenders website, sending an email to a list of interested and prospective firms compiled by the Administration, and by promoting it through the City’s website.

Administration received four responses to this call. The four proponents were: KPMG LLP; Deloitte; Ernst & Young; and, PriceWaterhouseCoopers LLP.

Evaluation and Selection Process

The RFP contained an Evaluation Criteria (Attachment 1), information on how the evaluation would be judged, and the process by which the judging would occur.

The NCP Steering Committee read, scored, and evaluated all proposals on an individual basis using the pre-determined published Evaluation Criteria. The Committee then convened to review individual scores and evaluations with each other and determine the successful proponent.

The successful proponent was KPMG based on a combination of their experience in:

- advising public sectors on the delivery of P3 roads and bridge projects;
- preparing business cases for large infrastructure projects; and
- price.

These criteria were all considered as assets in the RFP.

OPTIONS TO THE RECOMMENDATION

The only other option would be to not award the RFP at all. A P3 Business Case is a normal part of the due diligence process. The Administration does not recommend this option.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

There is sufficient budget within this capital project to cover this cost.

COMMUNICATIONS PLAN

The P3 Business Case will be written for public release and will be posted on the City of Saskatoon's North Commuter Parkway project website when complete.

ENVIRONMENTAL IMPLICATIONS

No environmental and/or greenhouse gas implications have been identified at this time.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The completion date for the P3 Business Case is October 31, 2013.

PUBLIC NOTICE

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

ATTACHMENT

1. Evaluation Criteria for North Commuter Parkway project RFP

G2) Award of Commercial Real Estate Services for the Marketing and Sale of 130 and 140 – 4th Avenue North - Colliers International (Files CK. 4215-1, CK. 600-5, LA. 4214-013-003 and CS. 600-1)

- RECOMMENDATION:**
- 1) that the proposal submitted by Colliers International to provide commercial real estate brokerage services for the marketing and sale of the current Saskatoon Police Services headquarters property at 130 and 140 – 4th Avenue North be accepted; and
 - 2) that His Worship the Mayor and the City Clerk be authorized to execute the related commercial real estate services contract, as prepared by the City Solicitor, under the Corporate Seal.

TOPIC AND PURPOSES

This report is to obtain City Council's approval to award the commercial real estate brokerage services required for the sale of 130 and 140 – 4th Avenue North to Colliers International.

REPORT HIGHLIGHTS

1. The Request for Proposals for provision of commercial real estate brokerage services for the marketing and sale of 130 and 140 – 4th Avenue North was issued on September 5, 2013.
2. Based on the predetermined evaluation criteria, the RFP Selection Committee is recommending that the commercial real estate brokerage services for the marketing and sale of 130 and 140 – 4th Avenue North be awarded to Colliers International.

STRATEGIC GOALS

The sale of 130 and 140 – 4th Avenue North supports the City's Strategic Goal of Asset and Financial Sustainability by developing a funding strategy for expenses related to new capital expenditures.

BACKGROUND

City Council, at its meeting held on August 14, 2013, approved the recommendation to sell 130 and 140 - 4th Avenue North.

REPORT

Request for Proposals was issued.

The RFP for provision of commercial real estate brokerage services to market and sell 130 and 140 – 4th Avenue North was issued on September 5, 2013, and closed on September 11, 2013. The RFP was distributed to the local commercial real estate brokerage firms. Submissions were received from Colliers International and ICR Commercial Real Estate.

Evaluation and Selection Process

The RFP identified the specific criteria and respective weightings upon which the submissions would be evaluated. These included:

- Strategy and Scope of Marketing Plan;
- Exposure to Local Market;
- Exposure to National and International Markets;
- Recommended Sales Strategy;
- Commission Fees;
- Previous Experience;
- Sales Team Dedicated to the Properties; and
- Other Relevant Factors.

The RFP Selection Committee, consisting of five staff members with various professional backgrounds, independently reviewed and evaluated all proposals based on the outlined criteria. The Committee then convened as a group to review the individual scores and determine the successful proponent.

Resulting from this process, the RFP Selection Committee recommends Colliers International as the commercial real estate brokerage firm to market and sell the property at 130 and 140 – 4th Avenue North.

OPTIONS TO THE RECOMMENDATION

There are no options to the recommendation.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

Commission fees payable upon the sale of the property as per Colliers International's submission will be two percent of the selling price, with one percent going to Colliers International as the listing agent, and one percent going to the selling agent. The 50/50 split is considered beneficial in attracting interest from agents from other brokerage firms. Based on the reserve price of \$15.6M, the commission payable would amount to \$312,000.

COMMUNICATION PLAN

Overall communications for the marketing and sale of 130 and 140 – 4th Avenue North will be handled by Colliers International.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications identified at this time.

PRIVACY IMPACT

There are no privacy implications.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Upon successful completion of the marketing and due diligence period, a report will be presented to Council recommending the sale of the property based on the agreed upon terms.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

G3) Issuance of Request for Qualifications for Civic Operations Centre (Files CK. 600-27, CK. 600-29, CC.600-1 and CS.600-2)

RECOMMENDATION: that the Request for Qualifications for the procurement of the Civic Operations Centre be issued.

TOPIC AND PURPOSE(S)

This report is to obtain City Council's approval to issue the Request for Qualifications seeking proponents that will design, build, finance and maintain the Transit Facility and design, build, finance, maintain and operate a permanent Snow Management Facility located at the Civic Operations Centre (COC).

REPORT HIGHLIGHTS

The Request for Qualifications (RFQ) is to seek qualified firms, who will then be short-listed to receive a future Request for Proposal for the COC project using a Public-Private Partnership (P3) method of procurement.

STRATEGIC GOALS

The COC supports many of the goals from the City's Strategic Plan including:

Quality of Life: Relocating Transit from the Caswell Hill neighbourhood supports the four-year priority of directing expenditures towards amenities in neighbourhoods to enhance and protect property values and encouraging private investment.

Environmental Leadership: The new Transit Facility will be LEED certified and the Snow Management Facility will meet Environment Canada's "Code of Practice for the Environmental Management of Road Salts".

Asset and Financial Sustainability: This project supports the four-year priority of developing funding strategies for capital expenditures and the 10-year strategy of reducing the gap in the funding required to rehabilitate and maintain our infrastructure.

BACKGROUND

City Council, at its meeting held on February 11, 2013, when dealing with Clause G2, Administrative Report No. 3-2013, adopted the following recommendation:

- "1) that the Public-Private Partnership procurement model be approved for the delivery of the new Transit Facility and permanent Snow Storage Facility at the Civic Operations Centre;"

At its May 6, 2013, meeting City Council authorized the Administration to release the Request for Proposals (RFP) to retain key advisors (Financial and Business, Legal, Fairness and Owner's Technical) to support the procurement process and project delivery. These RFPs were issued on May 7, 2013.

At its June 24, 2013, meeting, City Council approved the advisory agreements award to the following advisors:

- Financial and Business Advisor to Deloitte;
- Legal Advisor to Blake, Cassels & Graydon LLP;
- Fairness Advisor to P1 Consulting; and
- Owner's Technical Advisor to Rebanks Pepper Littlewood Architects/Morrison Hershfield.

REPORT

Since June 2013, the Administration and Advisors have been preparing the RFQ document (Attachment 1). The RFQ will be issued to seek out and short list qualified proponents, who then will respond to a more detailed RFP, to find one proponent who will design, build, finance, and maintain the Transit Facility and design, build, finance, maintain and operate the permanent Snow Management Facility.

The RFQ requires firms to detail their experience in the areas of transit facilities and snow management facilities. The document has rigorous requirements in order to find the best applicants for this project. The applicants must submit information that outlines their firms' overall experience and ability in:

- P3s;
- Financial capacity and financing approach;
- Transit Facility design, construction and maintenance; and
- Snow Management Facility design, construction and maintenance/operations.

Once the RFQ proposals are received, they will be evaluated as per Section 5 of the attachment. After the evaluation process is complete, the COC Evaluation Team will determine the three highest scoring applicants; these will become the short-listed firms. It is planned that this process will be complete by December 2013.

The next step in the process is to issue a Request for Proposal (RFP) which is planned for February 2014. The RFP will be issued only to those three firms which were short-listed through the RFQ process. The RFP is expected to close in June 2014, with a final proponent chosen and negotiations concluded by October 2014. Substantial completion of the COC is anticipated by late 2016.

OPTIONS TO THE RECOMMENDATION

There are no options to the recommendation.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

Phase One of the COC (Capital Project 1584) was approved during the 2013 budget deliberations on December 4, 2012. At this same meeting, the Civic Facilities Funding Plan was also approved. This plan, which provides a phased-in approach to address major facilities over the next eight to ten years, includes the funding required for this phase of the COC. The payment to the successful proponent under a public private partnership covers three categories: capital debt, operations and maintenance, and a reserve contribution. The funding plan supports a \$7.4M annual payment for the construction of the Transit Facility and Snow Storage Facility and a \$3.0M annual payment for the operational and reserve contribution. The capital costs for Phase One

of the COC are currently budgeted at \$128M plus interest, financing fees, and other transaction costs. PPP Canada will fund up to a maximum of \$42.9M for this phase.

COMMUNICATION PLAN

The RFQ will be promoted through the City's website, a listing on the Merx website (online listing of all government public tenders), a listing on SaskTenders website, an email sent to a list of interested and prospective firms compiled by Administration, and an ad in the Saskatoon *StarPhoenix*.

Overall communications for the project will be handled by the Owner's Technical Advisor working with the City's communications consultant. This will include public open houses, stakeholder involvement, project updates, advertising, and regular updates to the existing Civic Operations Centre webpage.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications identified at this time.

PRIVACY IMPACT

There are no privacy implications.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

If the RFQ is approved, it will be issued on September 24, 2013, and will close November 12, 2013. Once the RFQ proposals are received, they will be evaluated as per Section 5 of the Attachment. After the evaluation process is complete, the COC Evaluation Team will determine the three highest scoring applicants; these will become the short-listed firms. It is planned that this process will be complete by December 2013. The short-listed firms will be reported to City Council.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

Once planning of the site gets under way, a Crime Prevention through Environmental Design (CPTED) analysis will be developed.

PUBLIC NOTICE

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

ATTACHMENT

1. Request for Qualifications for Civic Operations Centre

G4) City of Saskatoon Website Redesign Project – Phase II **(Files CK. 261-20 and CB. 365-4)**

RECOMMENDATION: that the information be received.

TOPIC AND PURPOSE

This report provides an update on the Request for Qualifications (RFQ) for the Website Redesign Project, as well as the Request for Proposals (RFP), including the evaluation criteria, which will be issued to the five consultants which were short-listed through the RFQ process.

REPORT HIGHLIGHTS

1. The RFQ process resulted in submissions from 19 interested companies. Using the evaluation criteria included in the RFQ document, respondents were scored and the top five scoring submissions have been identified.
2. The top five scoring respondents will be invited, through an RFP, to prepare and submit competitive proposals. The selection criteria will focus on project management, engagement and communications, approach and methodology, and cost. A draft RFP document, including the detailed evaluation criteria being used, is provided as information.
3. The tentative RFP issue date is September 26, 2013, with a closing date of October 25, 2013. It is anticipated the project work on the website redesign will start the first week of January 2014. Project timelines will continuously be updated as the project moves forward.

STRATEGIC GOAL

This report supports the City of Saskatoon's Strategic Plan 2012 - 2022 under the Strategic Goal of Continuous Improvement, with a focus on ensuring reliable and responsive information to the citizens of Saskatoon.

The Website Redesign Project is one of the four-year priority items in the Strategic Plan.

The overall goal of the project is the development of a digital strategy that supports the development of a new website, integrates mobile technology into the City's communication and interactions strategies, and encourages more interaction with the community.

BACKGROUND

The City of Saskatoon Website Redesign Project – Phase II report was presented to City Council at its meeting on June 24, 2013. This report provided an overview of project progress, outlined the two-step process being used to secure a qualified consultant, and provided a copy of the draft RFQ and evaluation criteria (Attachment 1) that was being used to short-list up to five consultants.

REPORT

Overview of RFQ Process and Results

The first step in the process to secure a qualified consultant to lead the Website Redesign Project was the development and issuing of an RFQ by the Project Steering Committee. The objective of the RFQ was to seek statements of qualifications from interested firms and short-list up to five consultants to be invited to participate in the RFP.

The RFQ document was advertised in the Saturday, June 29, 2013, edition of *The StarPhoenix* and on www.sasktenders.gov.sk.ca, and had a closing date of Tuesday, July 23, 2013. The RFQ process resulted in submissions from 19 interested companies. A number of proposals were partnership submissions that brought together the talents and resources from multiple consulting firms. RFQ submissions were received from the following companies:

- MobileLive: Richmond Hill, ON
- ARC Business Solutions Inc. and Phoenix Group: Regina, SK

- 2 WEB DESIGN, Inc.: Saskatoon, SK
- DevFacto Technologies: Regina, SK
- JesseJames Creative, Inc.: New York, NY
- Vision Internet: Santa Monica, CA
- Stealth Interactive Media: Saskatoon, SK
- Jellycode and Creative Fire: Saskatoon, SK
- Horizon Computer Solutions Inc.: Saskatoon, SK
- BV02 Inc.: Saskatoon, SK
- Intellware Software Development: Toronto, ON
- Ignition72: Baltimore, MD
- Civica Software: Newport Beach, CA
- Test Double: Westerville, OH and Island Creative: Saskatoon, SK
- Atomic Crayon: Victoria, BC
- eSolutions Group: Waterloo, ON
- Civic Plus: Manhattan, KS
- Zu: Saskatoon, SK
- IBM Global Business Services: Regina, SK

The Project Steering Committee used the evaluation criteria included in the RFQ document, and submissions were scored using a 0 to 1 scale (unacceptable to excellent, see Attachment 2, page B31) for each of the criteria.

Initial review and scoring of submissions was done individually by Project Steering Committee members. Individual scores assigned by each committee member were consolidated and averaged to determine the total score of submissions. Respondents were ranked from highest to lowest score.

The top five scoring submissions presented the best mix of understanding of the project goals and issues, proposed methodology, and company/project team qualifications and experience on projects of similar scope.

The following five consultants will be invited to participate in the RFP submissions process:

- Atomic Crayon: Victoria, BC
- eSolutions Group: Waterloo, ON
- Intellware Software Development: Toronto, ON
- IBM Global Business Services: Regina, SK
- Zu: Saskatoon, SK

Overview of the RFP Process

The next step in the process is the development and issuing of an RFP for the Website Redesign Project. The purpose of the RFP document is to invite the five consultants selected through the RFQ process to prepare and submit competitive proposals.

The City will complete a review of each consultant's proposal to ensure all submissions meet the requirements of the RFP. Since all consultants are considered qualified at this point, the selection criteria will now be focused on project management, engagement and communications, approach and methodology, and cost.

The draft RFP document (Attachment 2), developed by the Project Steering Committee, is founded upon recommendations in the Phase I report, as well as input from the local software development community, which was presented to City Council at its meeting on November 26, 2012.

Proposals submitted by proponents must demonstrate that they can provide a full project management framework for the delivery of this project, a comprehensive community engagement strategy, and a communications strategy. In addition, they must include details on their proposed approach and methodology and how it will address all four project elements or principles as further defined in the Technical Proposal Requirement (Attachment 2, pages B26 - B30). A detailed financial breakdown and project timeline must also be included in submissions.

Requests are being made for corporately hosted or cloud-based solutions as suggested to City Council by the local software development community. The evaluation criteria has been established to review submissions. A summary of the evaluation criteria is included in the draft RFP (Attachment 2, page B31).

The evaluation will follow a two-staged approach, with a combined total score of 130 points:

- Stage 1: Each proponent's submission will be evaluated against its peers for technical merit as outlined in Appendix B of the RFP, for a total of 120 possible points; and
- Stage 2: Each proponent's financial submissions will be evaluated out of a total of 10 possible points.

RFP Timelines

The following are the key milestones and tentative project times which are subject to change:

- RFP Issue Date: September 26, 2013
- Optional Proponent's Meeting: October 4, 2013
- RFP Closing Date: October 25, 2013
- Recommendation of Successful Proponent: December 2, 2013, City Council meeting
- Contract Negotiation: Third week of December
- Project Start: First week of January 2014

OPTIONS TO THE RECOMMENDATION

The options are to modify the two-step RFP process being used to secure a qualified consultant.

POLICY IMPLICATIONS

There are no policy implications related to this report.

FINANCIAL IMPLICATIONS

Final cost estimates will be obtained through the RFP submissions. The recommendation of successful bidder and associated redesign costs will be presented to City Council for approval at a later date. The approved budget for the capital project is \$679,000 in 2013 and tentatively \$471,000 in 2014.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

A Project Steering Committee has been established to guide and oversee the project. The Committee consists of two members of the general public and eight civic employees (Attachment 2, pages B13 and B14).

When developing the RFP, the Project Steering Committee used input from the local software development community and the Phase I report.

The Project Steering Committee will also ensure that the successful consultant includes significant engagement opportunities with civic staff, community interest groups, and the general public throughout the website development and testing process.

COMMUNICATION PLAN

The City of Saskatoon's website continues to be regularly updated with information regarding the Website Redesign Project (look under "W" for Website Project in the alphabetical list).

As outlined in the RFP document, a detailed communications strategy is being developed to establish key milestones and to ensure timely updates are provided to City Council, civic staff, and the public.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Once the successful consultant has been selected through the RFP process, the Administration will prepare a report to City Council which will include the recommendation of a successful consultant and the associated detailed project plan and project costs.

ENVIRONMENTAL IMPLICATIONS

A highly effective website can improve how services are offered at City Hall. Ideally, the redesigned website could improve the City's service offerings to the public which would reduce the need to travel to City Hall to conduct business. While this may not be desirable for all citizens, a broader series of services which are efficient and easy to use would likely have a positive net impact on the environment.

PRIVACY IMPLICATIONS

Any privacy implications that may arise in the development of the website will be reviewed by the City Clerk's Office.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

There are no CPTED implications.

PUBLIC NOTICE

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

ATTACHMENTS

1. Website Redesign Project - Request for Qualifications Evaluation Criteria
2. Draft Request for Proposals - Website Redesign Project

Respectfully submitted,

Randy Grauer, General Manager
Community Services Department

Marlys Bilanski, General Manager
Corporate Services Department

Mike Gutek, General Manager
Infrastructure Services Department

Jeff Jorgenson, General Manager
Utility Services Department

Murray Totland
City Manager

RFP Timelines

The following are the key milestones and tentative project times which are subject to change:

- RFP Issue Date: September 26, 2013
- Optional Proponent's Meeting: October 4, 2013
- RFP Closing Date: October 25, 2013
- Recommendation of Successful Proponent: December 2, 2013, City Council meeting
- Contract Negotiation: Third week of December
- Project Start: First week of January 2014

OPTIONS TO THE RECOMMENDATION

The options are to modify the two-step RFP process being used to secure a qualified consultant.

POLICY IMPLICATIONS

There are no policy implications related to this report.

FINANCIAL IMPLICATIONS

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Jeff Jorgenson, General Manager
Utility Services Department

Murray Totland
City Manager

VALLEY ROAD EXPANSION

Plan Showing
PROPOSED SUBDIVISION & SURFACE CONSOLIDATION

of all of
Parcel X (Ext. 2), Parcel W, Parcel X (Ext. 5) & Parcel Z Plan No. 101633848,
Parcel B Plan No. 102050817, Parcel CS Plan No. 102085174,
Power Road Reg'd. Plan No. 62507462

in
S.W. 1/4 Sec. 19 Twp. 36 Rge. 6 W3Mer. &
N. 1/2 Sec. 18 Twp. 36 Rge. 6 W3Mer.;

and part of
Roadway Parcel A Reg'd. Plan No. 91S37657

in
S. 1/2 Sec. 24 Twp. 36 Rge. 6 W3Mer. &
N. 1/2 Sec. 13 Twp. 36 Rge. 6 W3Mer.;

and part of
Roadway Parcel B & C Reg'd. Plan No. 91S37657

in
S.E. 1/4 Sec. 24 Twp. 36 Rge. 6 W3Mer. &
N.E. 1/4 Sec. 13 Twp. 36 Rge. 6 W3Mer.;

and part of
Parcel X (Ext. 3) Plan 101633848

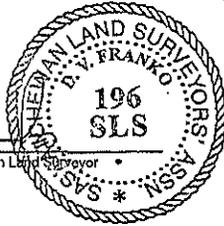
in
N.E. 1/4 Sec. 13 Twp. 36 Rge. 6 W3Mer.;

and part of
N.W. 1/4 Sec. 13 Twp. 36 Rge. 6 W3Mer.

Saskatoon, Saskatchewan

By: D.V. Franko S.L.S.
November 2012 ~ July 2013

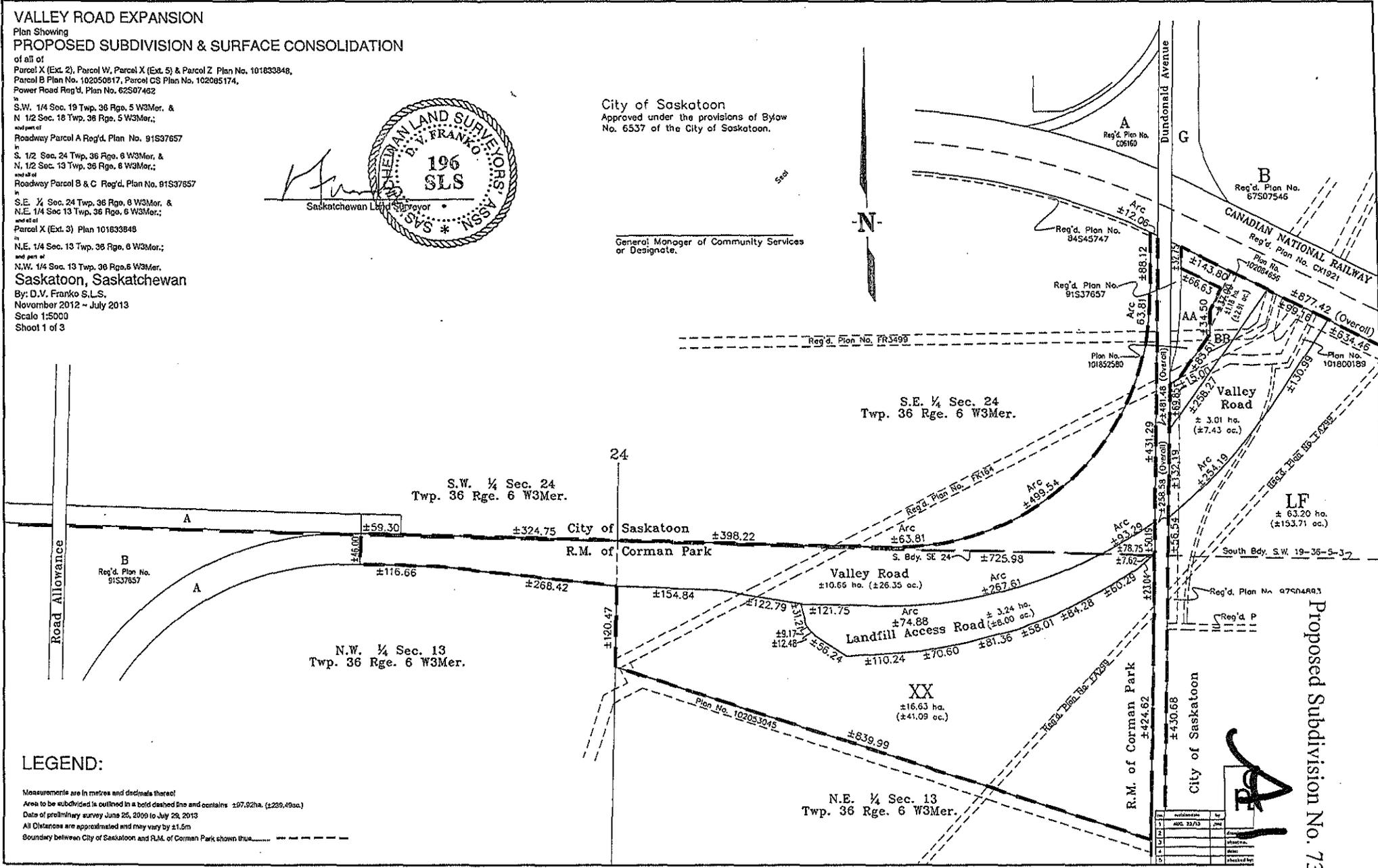
Scale 1:5000
Sheet 1 of 3



Saskatchewan Land Surveyor

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

General Manager of Community Services
or Designate.



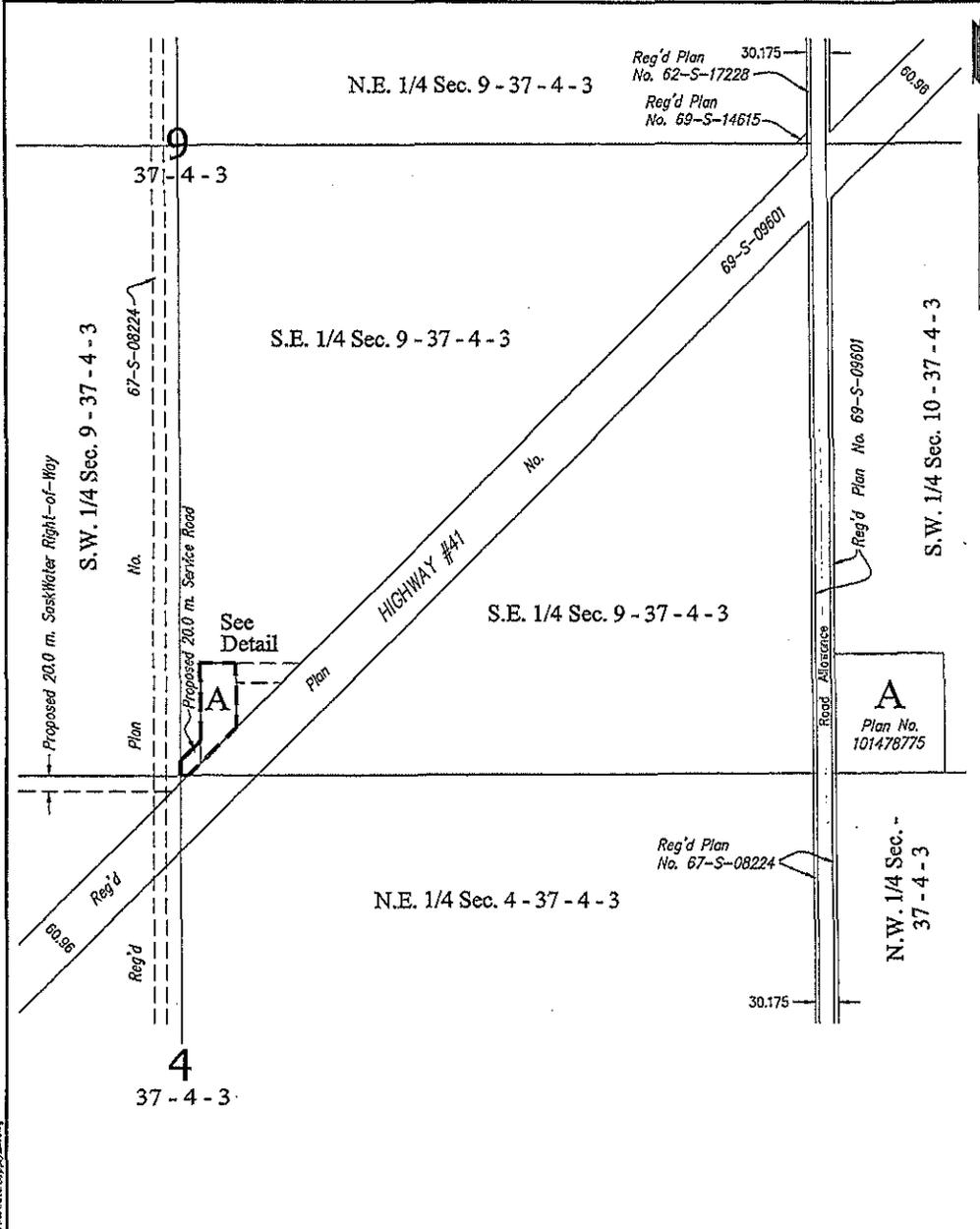
LEGEND:

Measurements are in metres and decimals thereof
 Area to be subdivided is outlined in a bold dashed line and contains 297.92ha. (2239.49ac.)
 Date of preliminary survey June 25, 2009 to July 29, 2013
 All Distances are approximated and may vary by ±1.5m
 Boundary between City of Saskatoon and R.M. of Corman Park shown thus: - - - - -

No.	Description	Date
1	Preparation	2012
2	ARC 22/13	2013
3	Checked	
4	Drawn	
5	Checked by	

Proposed Subdivision No. 73/13

Electric Supply - 400V



**Saskatoon Treated Water Supply System
Northeast - Aberdeen Regional
PLAN**

SHOWING PROPOSED SUBDIVISION OF PART OF
S.E. 1/4 SEC. 9 - TWP. 37 - RGE. 4 - W. 3rd MER.
SASKATOON, SASKATCHEWAN
BY : R.A. WEBSTER, S.L.S.
SCALE 1 : 5,000
2013

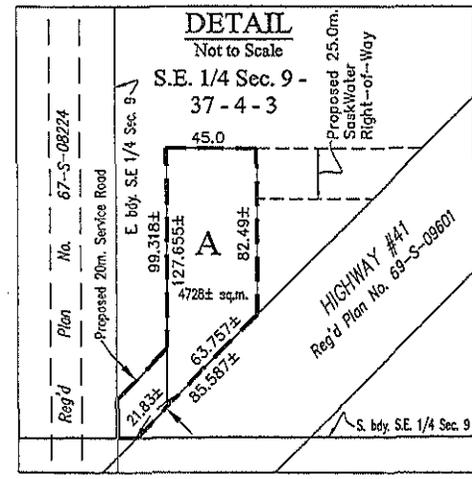
R.A. Webster
Saskatchewan Land Surveyor August 12th, A.D. 2013

LEGEND
: Distance dimensions shown are in metres and decimals thereof
: Portion of this plan proposed for subdivision is outlined with a heavy broken line, and contains ±5390.5 sq.m.

EXAMINED : *[Signature]*
SaskWater (Developer)

EXAMINED : CITY OF SASKATOON
: Approved under the provisions of Bylaw No. 6537 of the City of Saskatoon.

: General Manager of the Community Services Department
Date : _____, A.D. 2013.



WEBSTER SURVEYS LTD.
611 - 9th Street East
Saskatoon, Sask. S7N 0M4
Phone (306) 653-1433
Fax (306) 653-1024

Proposed Subdivision No. 75/13

B1

Capital Reserve Bylaw No. 6774

Printing and Mail Equipment Replacement Reserve

32. Purpose

- (1) The purpose of the Printing and Mail Equipment Replacement Reserve is to finance the cost to upgrade and replace the necessary equipment.

Funding

- (2) This Reserve shall be funded annually from an authorized provision in the City's Operating Budget. The provision shall be equal to the estimated annual average cash flow requirements of this Reserve for the next projected five-year period.

Expenditures

- (3) This Reserve shall only be used for capital expenditures to upgrade and replace equipment to support mail and printing functions.

B2

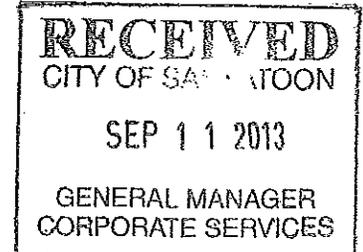
MEMO

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

FROM: Bruce Richet, Chair
SREDA Board of Directors

RE: Incentive Application Review

DATE: September 3, 2013



The Saskatoon Regional Economic Development Authority's Board of Directors reviewed a tax abatement application from WBM Office Systems and has determined that it meets the eligibility requirements of the City of Saskatoon Business Development Incentives Policy, C09-014.

WBM Office Systems owners have purchased the Whitestone Business Park located at 3718 Kinnear Place in Saskatoon and have taken possession on June 1, 2013 where they plan on doing improvements to units 104, 105, and 106 where the IOC will be housed. Construction is expected to commence in June of 2013 and will be completed on October 1, 2013. WBM Office Systems is planning an expansion that will create a world class Infrastructure Operations Centre (IOC) located at 3718 Kinnear Place. They currently employ 76 people in Saskatoon and they plan to create an additional 25 new full time or equivalent jobs as a result of their expansion.

The Saskatoon Regional Economic Development Authority's Board of Directors approved the following resolution on July 31, 2013:

Recommendations

THAT WBM Office Systems be approved for a five-year tax abatement on the incremental portion of taxes at 3718 Kinnear Place as a result of their expansion in 2013 and that the tax abatement be calculated at the rate of 100% in year 1, 80% in year 2, 70% in year 3, 60% in year 4, and 50% in year 5.

The Board's recommendations are to be forwarded to City Council for further consideration and approval. A summary of the tax abatement application from WBM Office Systems is attached for your reference.

Bruce Richet, Chair

**CITY OF SASKATOON
BUSINESS DEVELOPMENT INCENTIVE APPLICATION**

COMPANY: WBM Office Systems
JOBS CREATED: 25 full-time or equivalent
INVESTMENT: \$5.65 million

COMPANY BACKGROUND:

WBM Office Systems was first established in 1950. Initially WBM Office Systems set out to revolutionize corporate information technologies. From their first photocopier in 1962 to their first Digital Network in 1984, to one of Canada's first VoIP communications systems in 1994, WBM has been at the forefront of innovation in information technology.

In October of 2008, WBM Office Systems underwent a management buyout and as such legally incorporated at this same time period. They are currently located at 601 2nd Avenue North in Saskatoon and have locations in Regina and Calgary.

WBM Office Systems is planning an expansion that will create a world class Infrastructure Operations Centre (IOC) located at 3718 Kinnear Place. They currently employ 76 people in Saskatoon and they plan to create an additional 25 new full time or equivalent jobs as a result of their expansion.

The IOC will consist of a central facility located in Saskatoon at WBM's headquarters, as well as two regional nodes, one located in Regina and the other in Calgary. The facility will utilize a team of technical support staff using monitoring software utilities and wall displays to provide mission critical technical support. This facility will allow WBM to ensure aggressive service levels to our clients and uptime across many thousands of networked devices. This includes devices such as desktops, notebooks, printers, and MFP's as well as complex server environments and networking infrastructures. The facilities will monitor support Service Level Agreements and utilize GPS to track technical availability which will achieve new levels of efficiencies in WBM's technical support program.

EXPANSION PROJECT DESCRIPTION:

WBM Office Systems owners have purchased the Whitestone Business Park located at 3718 Kinnear Place in Saskatoon and take possession on June 1, 2013 where they plan on doing improvements to units 104, 105, and 106 where the IOC will be housed. Construction is expected to commence in June of 2013 and will be completed on October 1, 2013.

ESTIMATED VALUE OF TAX ABATEMENT:

Total estimated increase in property taxes as a result of the expansion project is \$6,406. Total estimated value of the 5-year tax abatement is \$23,061.60 calculated at the following rate:

Year 1 @ 100%	- \$6,406.00
Year 2 80%	- \$5,124.80
Year 3 70%	- \$4,484.20
Year 4 60%	- \$3,843.60
Year 5 50%	- \$3,203.00

B3

BYLAW NO. 9135

A Bylaw of The City of Saskatoon to raise by way of loan through sinking fund debentures the sum of Forty-Five Million Dollars (\$45,000,000.00) to pay a portion of the cost of the design and construction of the new Police Headquarters Facility in the City of Saskatoon

Whereas *The Cities Act*, S.S. 2002, c. C-11.1 (the "Act") provides that a city may borrow money or incur debt for the purpose of financing capital property;

And whereas the Council of The City of Saskatoon (the "City") has approved through previous capital budgets and capital plans the design and construction of the new Policy Headquarters Facility (the "Project");

And whereas the City proposes, pursuant to this Bylaw, to borrow the sum of \$45,000,000.00 to pay for a portion of the cost of the Project;

And whereas the Saskatchewan Municipal Board has established and authorized a debt limit of \$414,000,000.00 for the City to have outstanding at any time (the "Debt Limit");

And whereas the outstanding long-term debt of the City, including the borrowing authorized by this Bylaw, as at September 23, 2013 totals \$225,131,878.40, no part of which either as to principal or interest is in arrears;

And whereas the debt to be created pursuant to this Bylaw, together with the current outstanding long-term debt of the City, does not in the aggregate exceed the Debt Limit;

Now therefore, in accordance with sections 134 and 139 of the *Act*, the Council of the City enacts as follows:

Definitions

1. In this Bylaw and the preamble hereto:
 - (a) "**Act**" means *The Cities Act*, S.S. 2002, c. C-11.1;
 - (b) "**CDS**" means CDS Clearing and Depository Services Inc.;
 - (c) "**City**" means The City of Saskatoon;

- (d) "Debenture" or "Debentures" means the debentures authorized to be created and issued pursuant to this Bylaw;
- (e) "Definitive Debenture" means a Debenture in fully registered form in an amount specified on the face of the Debenture;
- (f) "Global Debenture" means the Debenture issued in fully registered global form in the name of CDS & Co., being the nominee of CDS;
- (g) "Participants" means the persons who purchase a beneficial interest in the Global Debenture;
- (h) "Sinking Fund" means a fund into which the City makes regular deposits over time in order to retire, on maturity of the Debentures, the full principal amount of the Debentures authorized to be created and issued pursuant to this Bylaw.

Authorization to Issue

- 2. (1) There shall be raised and borrowed by way of an unsecured sinking fund debenture loan based upon the credit and security of the City at large the sum of Forty-Five Million Dollars (\$45,000,000.00), in lawful money of Canada, to pay a portion of the cost to design and construct the Project.
- (2) The Debentures to be issued as above mentioned:
 - (a) shall mature and be payable in full on the 2nd day of October, 2043, and shall bear interest at the rate provided in section 5;
 - (b) shall not be redeemable prior to maturity; and
 - (c) shall initially be represented by the Global Debenture.

Issuance

- 3. (1) The Mayor, the General Manager (Corporate Services Department) and the Treasurer of the City, or any or either of them, as may be required, are authorized to:

- (a) cause any number of Debentures, initially represented by the Global Debenture, to be issued in such principal amounts as may be required from time to time, but not less than One Thousand Dollars (\$1,000.00) and not at any time exceeding in the aggregate the sum or Forty-Five Million Dollars (\$45,000,000.00);
 - (b) cause the Debentures to be sold at such price or prices as they may determine;
 - (c) enter into all necessary agreements with fiscal agents and with CDS, and generally to do all things and to execute all documents and other papers in the name of the City, in order to carry out the creation, issuance and sale of the Debentures as provided in this Bylaw.
- (2) The Treasurer is authorized to affix the City's seal to all documents and papers required by paragraph 3(1)(c).

Form of Debentures

4. (1) The Debentures shall be sealed with the City's seal, and signed by the Mayor and the Treasurer.
- (2) Except for the Treasurer's signature certifying the registration of the Debentures in the Securities Register of the City, the signatures in subsection 4(1) may be reproduced by lithographing or printing or any other method of mechanical reproduction.
- (3) The Debentures shall initially be issued in fully registered global form (represented by the Global Debenture) in the name of the nominee of CDS, being CDS & CO. and CDS & CO. shall be noted in the Securities Register of the City as being the registered holder thereof.

Payment of Principal and Interest

5. (1) The Debentures shall be dated the 2nd day of October, 2013, and shall be expressed as payable, both as to principal and interest, in Canadian dollars.
- (2) The Debentures shall be issued for a term of thirty (30) years, bearing interest at the rate of 4.60% per annum, and shall be payable as to principal on the 2nd day of October, 2043, in each case in lawful money of Canada. The amount of \$871,709.92, in lawful money of Canada, shall be deposited annually by the General Manager (Corporate Services

Department), or an authorized official of the City, into the Sinking Fund on or before October 2 of each year that the Debentures are outstanding, commencing on the 2nd day of October, 2014, whereby all such annual amounts deposited, with interest compounded annually, will be sufficient to pay the principal of the Debentures at maturity (October 2, 2043) as required by this Bylaw.

- (3) Interest on the Debentures shall be payable semi-annually on the 2nd day of April and the 2nd day of October in each year of the term of the Debentures, commencing on the 2nd day of April, 2014, as shown in Schedule "A", and in each case, to the date of maturity of the Debentures and shall be payable both before and after any default.
- (4) Payments of principal and interest in respect of the Global Debenture shall be made by cheque sent through the post to the registered address of the registered holder of the Global Debenture as disclosed in the Securities Register of the City, or if authorized in writing, by electronic transfer.
- (5) If payment of principal or interest is payable on a date that is not a business day in the City of Toronto, Ontario, such payment shall be made on the next following business day in the City of Toronto, Ontario.
- (6) The total annual interest and annual Sinking Fund deposit set out in the sixth column of Schedule "A" required to pay the annual deposit into the Sinking Fund and interest on the Debentures, as and when they become due, shall be levied and raised for the years 2014 to 2043, inclusive, by a special rate sufficient therefor, over and above all other rates, upon the rateable property of the City at the same time and in the same manner as other rates.

Termination of Book Entry Only Issue

6. (1) In the event that CDS is unable to continue to hold the Debentures in book entry only form, or if CDS ceases to be a recognized clearing agency under applicable securities legislation and a successor is not appointed by the City, or if the City desires to replace the Global Debenture with Debentures in definitive form, the City shall:
 - (a) prepare Debentures in definitive form;
 - (b) obtain the Global Debenture from CDS;
 - (c) amend the Securities Register to show that CDS & CO. holdings are nil; and

- (d) issue or cause to be issued, as hereinafter provided, Definitive Debentures in an aggregate principal amount equal to the then outstanding principal amount of the Global Debenture.
- (2) The Definitive Debentures issued in exchange for the Global Debenture shall be registered in the Securities Register of the City in the names of the Participants in accordance with their proportional interest in the Global Debenture as recorded in the book entries maintained by CDS as at the date of issuance of the Definitive Debentures.
- (3) The City shall deliver the Definitive Debentures described in subsection 6(2) to the Participants.
- (4) Payments made with respect to the Definitive Debentures shall be made to the registered holders in accordance with the terms of the Definitive Debentures.

Exchange of Global Debenture

- 7. (1) In the circumstances provided in section 6, and upon surrender of the Global Debenture to the Treasurer, the Global Debenture shall be exchangeable for Definitive Debentures in denominations of One Thousand Dollars (\$1,000.00), in lawful money of Canada, and multiples thereof, at any time prior to maturity of the Global Debenture.
- (2) The Definitive Debentures described in subsection 7(1) shall, in the aggregate, as compared to the Global Debenture:
 - (a) have the same principal amount as the principal outstanding balance, as at the date of exchange;
 - (b) bear the same interest rate and interest payment dates;
 - (c) have a maturity date corresponding with the principal payment date of the Global Debenture;
 - (d) bear all unmatured interest obligations; and
 - (e) be substantially the same in every respect, other than as to form.
- (3) In issuing Definitive Debentures, no change shall be made in the amount which would otherwise be payable in each year under the Global Debenture.

- (4) Every Definitive Debenture to be issued under this Bylaw shall contain a provision in the following words:

"This debenture may only be transferred upon presentation for such purpose accompanied by a written instrument of transfer in a form approved by the Treasurer of the City, executed by the registered holder hereof."

- (5) The Definitive Debentures shall be payable as to principal in Canadian dollars upon presentation and surrender thereof at any branch of the Bank of Montreal situate in Canada at the holder's option, and the semi-annual interest payments shall be made by cheque sent through the post to the registered address of the registered holder of each such Debenture as disclosed in the Securities Register of the City, or if authorized in writing, by electronic transfer.

Nature of Obligation

8. The Debentures are direct, general and unsubordinated obligations of the City, ranking concurrently and equally in respect of the payment of principal and interest with all other unsecured debentures of the City other than obligations granted a preference or priority by laws of general application or prescribed by statute and except for the availability of money in a sinking fund for a particular issue of debentures.

Exchange of Definitive Debentures

9. (1) The registered holder of any Definitive Debenture issued pursuant to this Bylaw may exchange such Definitive Debenture for other fully registered Definitive Debentures at any time prior to maturity.
- (2) Applications for exchange of Definitive Debentures as provided in subsection 9(1) shall be accompanied by a written instrument to that effect in a form approved by the Treasurer, which form shall be executed by the registered holder of the Definitive Debenture or by the holder's authorized attorney.
- (3) Definitive Debentures issued in substitution for any Definitive Debenture surrendered shall, with respect to the Definitive Debenture surrendered:
- (a) bear the same interest rate;
 - (b) bear the same maturity date;

- (c) bear all unmatured interest obligations; and
 - (d) be the same in every respect except denomination.
- (4) Definitive Debentures will be issued only in denominations of One Thousand Dollars (\$1,000.00), in lawful money of Canada, or authorized multiples thereof.
 - (5) Exchanges of Definitive Debentures will be permitted provided that the sum of the face value of the Definitive Debentures being surrendered equals the sum of the face value of the replacement Definitive Debentures requested.
 - (6) No charge shall be made by the City for exchanges of Definitive Debentures.

Transfer of Definitive Debentures

- 10. (1) The Definitive Debentures shall be transferable only on presentation for such purpose accompanied by a written instrument of transfer in a form approved by the Treasurer, which instrument shall be executed by the registered holder of the Definitive Debenture or by the holder's authorized attorney.
- (2) Upon receipt of a Definitive Debenture accompanied by a transfer purporting to be signed by the registered holder, and which signature is guaranteed by:
 - (a) a bank or credit union;
 - (b) a member of the Investment Dealer's Association of Canada;
 - (c) a notary public; or,
 - (d) any other guarantor approved by the Saskatchewan Municipal Board;the Treasurer shall register the transfer in accordance with the transfer request.
- (3) Once a transfer has been requested and registered in accordance with this section, neither the City, nor the Treasurer, shall incur any liability to the true owner for any loss caused by the transfer if the transfer was not signed by the owner.

- (4) The Treasurer shall not be required to make any transfer, registration or exchange of any Definitive Debentures for a period of thirty (30) days preceding an interest payment date.
- (5) No charge shall be made by the City for transfers of Definitive Debentures.

Replacement of Definitive Debentures

- 11. A Definitive Debenture that is defaced, lost or destroyed may be replaced by the City upon the registered holder providing the Treasurer with:
 - (a) a sworn affidavit attesting to the defacement, loss or destruction of the Debenture and describing the circumstances under which the Debenture was defaced, lost or destroyed;
 - (b) a bond of indemnity, lost document bond or similar instrument in a form acceptable to the Treasurer; and
 - (c) all costs of replacement of the Debenture, including printing costs.

Should any replaced lost Debenture be found, the registered holder shall immediately deliver such Debenture to the Treasurer, and any defaced Debenture to be replaced shall be provided to the Treasurer.

Additional Debentures

- 12. Without limiting the City's ability to borrow, including but not limited to the issuance of debentures on such terms as the City may determine, the City reserves the right to issue additional sinking fund debentures of the same maturity, interest rate, and terms and conditions.

Securities Register

- 13. (1) The Treasurer shall keep a Securities Register in which shall be entered:
 - (a) the names and addresses of the holders of the Debentures;
 - (b) the particulars of the Debentures held by the holders;
 - (c) the transfers of Definitive Debentures; and
 - (d) particulars of this Bylaw.

- (2) Every Debenture to be issued under this Bylaw shall have written, printed or stamped thereon a memorandum, completed and signed by the Treasurer, in the following form:

“Registered in the **Securities Register** as
No. _____ under Bylaw No. XX,
this _____ day of _____, 20__.

Treasurer, The City of Saskatoon”.

Coming Into Force

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

Read a first time this _____ day of _____, 2013.

Read a second time this _____ day of _____, 2013.

Read a third time and passed this _____ day of _____, 2013.

Mayor

City Clerk

Schedule "A"

DEBENTURE BYLAW NO. 9135

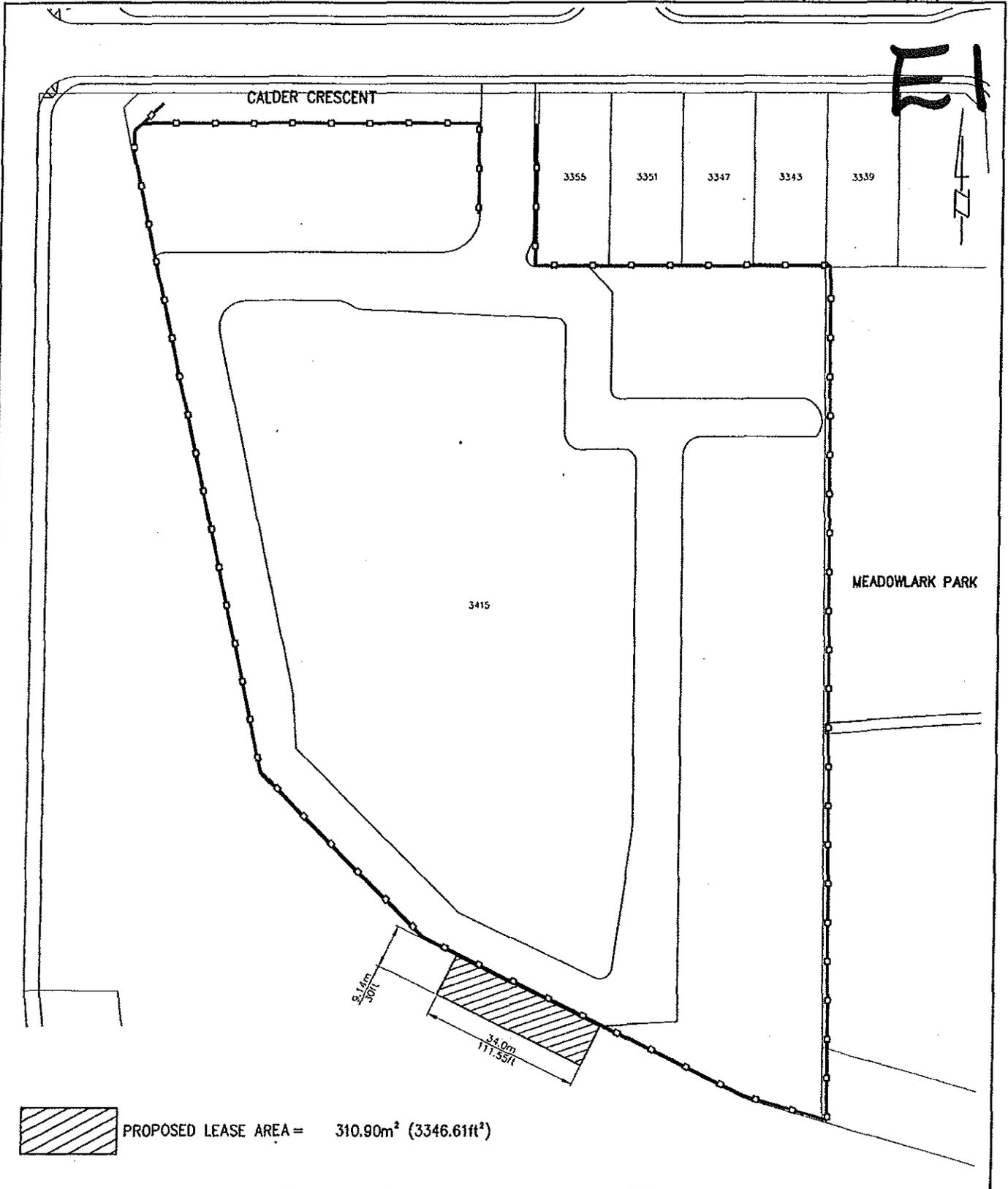
PRINCIPAL AND INTEREST PAYMENT SCHEDULE

YEAR	INTEREST RATE	APRIL 2ND INTEREST*	OCTOBER 2ND INTEREST*	ANNUAL SINKING FUND DEPOSIT**	TOTAL ANNUAL INTEREST AND ANNUAL SINKING FUND DEPOSIT	PRINCIPAL OUTSTANDING 2-OCT*
2014	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2015	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2016	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2017	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2018	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2019	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2020	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2021	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2022	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2023	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2024	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2025	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2026	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2027	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2028	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2029	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2030	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2031	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2032	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2033	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2034	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2035	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2036	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2037	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2038	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2039	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2040	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2041	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2042	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	\$45,000,000.00
2043	4.60%	\$1,035,000.00	\$1,035,000.00	\$871,709.92	\$2,941,709.92	0.00***
TOTAL		\$31,050,000.00	\$31,050,000.00	\$26,151,297.60	\$88,251,297.60	

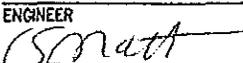
* If payment of principal or interest is payable on a date that is not a business day in the City of Toronto, Ontario, such payment shall be made on the next following business day in the City of Toronto, Ontario.

** commencing October 2, 2014, this deposit is to be made on or before October 2 of each year that the Debentures are outstanding.

*** after payment of principal on the maturity date (October 2, 2043).



PROPOSED LEASE AREA = 310.90m² (3346.61ft²)

PLAN DESCRIPTION/REVISIONS	 City of Saskatoon Infrastructure Services Department	APPROVED
4		GENERAL MANAGER
3		ENGINEER
2		 ENGINEER
1		ENGINEER
DRAWN BY <u>JMR</u>	PROPOSED LEASE 3415 CALDER CRESCENT	PLAN NO. 240-0058-002r001
DATE <u>2012-OCT-3</u>		
SCALE : HOR. <u>1:1000</u> VERT. _____		

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North Commuter Parkway Project Request for ProposalEvaluation Criteria

1. Experience of Team Members – 40 points

Provide a maximum of five reference projects that demonstrate the experience of each Team member. Detailed resumes of each Team member should be included as Appendices. The reference projects should highlight experiences gained while advising on the development of P3 detailed Business Cases and value-for-money analyses; **AND** while working directly for municipal governments or other public sector organizations on major P3 road and bridge projects (i.e. over \$200 million capital cost) delivered using a Design, Build, Finance and Operate or Maintain model; **AND** projects that involve funding from PPP Canada. For each project provide:

- the name of the project;
- the client served;
- the time period for which the services were delivered;
- a summary of the scope of services;
- any lessons learned that would be applicable to this Project;
- the role of each team member; and
- a client reference or testimonial to verify the role of each Team member and overall results of the services provided.

2. Understanding of the project – 10 points

- does the Proponent understand the proposed Scope of Work;
- does the Proponent understand the requirements of the services the City is seeking; and
- general organization and clarity of the proposal.

3. Work Plan and Methodology – 30 points

Provide a detailed description of your proposed approach to meet the requirements for the development and completion of the P3 Business Case as stated Scope of Work of this RFP. The description should include:

- the overall strategy for developing the P3 Business Case, the merits of the proposed approach, and recommended methodologies for qualitative and quantitative analysis, project governance and communication, and quality control.
- potential challenges/risks and mitigation strategies; and
- innovative value-added approaches including additional information and documentation that can provide improvements to the overall P3 Business Case.

Provide a high-level work plan that demonstrates your ability to develop and complete the P3 Business Case on or before October 31, 2013, and includes the following:

- a Gantt chart showing the estimated start and end dates for each key task or phase;
- an indication of the deliverables and milestone dates associated with each task or phase; and
- an indication of the resource allocation for each task or phase, including how much time each resource will spend on each task or phase.

4. Price – 20 points

Project cost should include all direct and indirect reimbursable costs stated as a fixed fee. This becomes the upset fee. A breakdown of how the upset fee was calculated should include the number of hours proposed for each activity and each team member, the hourly rate of each Team member, any disbursement and travel expenses, and any other costs associated with this project.

The Proponent with the lowest total project cost stated as a fixed fee will receive 20 points for 'Lowest Fee'. The other Proponents will be scored on the following basis:

$$\text{Score} = \text{Lowest Fee} / \text{Fee} \times 20$$

G3



Request for Qualifications
to
Design, Build, Finance, Operate and
Maintain
Civic Operations Centre (Phase One)
City of Saskatoon

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Appendix A – RFQ Data Sheet

Appendix B – Prequalification Submission Requirements

Appendix C – Prequalification Submission Forms

Appendix D – Project Experience Forms

Appendix E – Financing Team Member Experience Form

Appendix F – Key Individuals Forms

Appendix G – Request for Information Form

REQUEST FOR QUALIFICATIONS

SECTION 1 – GENERAL

1.1 Introduction

(1) This Request for Qualifications (“RFQ”) is issued by the City of Saskatoon (the “City”). The process set out in this RFQ (the “RFQ Process”) will begin with the issuance of this RFQ and will end, subject to Section 5.2(1), Section 7.5 and Section 7.6, with the identification of the prequalified parties that will be eligible to participate further in the competitive procurement process (the “Prequalified Parties”). This RFQ will be followed by the issuance of a request for proposals (“RFP”) and an RFP process (“RFP Process”). Only Prequalified Parties will be invited to participate in the RFP Process.

(2) In this RFQ, all members of an Applicant team are referred to collectively as the “Applicant”. Each member of an Applicant is referred to as a “Team Member” and each Applicant’s submission is referred to as a “Prequalification Submission”. For ease of reference, both prospective Applicants (prior to submission) and Applicants that submit a Prequalification Submission are referred to as “Applicants”. Each Applicant shall be represented by an Applicant representative (“Applicant Representative”) for the purpose of this RFQ Process. The Applicant Representative shall have the power and authority to bind all Applicant Team Members for the purposes of this RFQ Process.

(3) This RFQ requires each Applicant to submit the information described in Appendix B - Prequalification Submission Requirements (“Appendix B”) and to submit the forms contained in Appendix C - Prequalification Submission Forms (“Appendix C”) attached to this RFQ. It is anticipated that Applicants may be required to form consortia or joint ventures in order to submit a Prequalification Submission.

(4) The project, including the scope of work and responsibilities to which this RFQ applies, (the “Project”) is described in Appendix A to the RFP (the “RFQ Data Sheet”).

(5) The procurement process in respect of the Project will be managed by the City. It is anticipated that the Applicant that is ultimately successful in being awarded the work related to this Project (the “Successful Proponent” in the subsequent RFP Process) will enter into a Project agreement (“Project Agreement”) with the City as the signatory to the Project Agreement.

SECTION 2 – PROCUREMENT PROCESS AND PROJECT IMPLEMENTATION OVERVIEW

2.1 Overview

The procurement of the Project is expected to take place in the following stages:

(a) Stage 1 – Prequalification Stage

The prequalification stage (the “Prequalification Stage”) precedes the RFP Process and is intended to identify the Prequalified Parties that are eligible to participate in the RFP Process.

The Prequalification Stage is a stand-alone and independent stage that is complete once the Prequalified Parties are identified by the City.

(b) Stage 2 – RFP Process

The RFP Process is the competitive procurement process that follows the Prequalification Stage and is intended to result in the identification of a Successful Proponent.

(c) Stage 3 – Implementation of the Project Agreement

Once the Successful Proponent and the City have executed the Project Agreement, the Project will proceed in accordance with the terms and conditions of the Project Agreement.

2.2 Timetable for the RFQ Process

(1) The timetable for the RFQ Process is set out in the RFQ Data Sheet (the "Timetable"). Additional dates subsequent to the completion of the RFQ Process have also been set out in the Timetable for the convenience and information of Applicants. All dates set out in the Timetable relating to the period and activities following the RFQ Process are approximate.

(2) The City may, in its sole discretion, amend any date or time in the Timetable, including, for clarity, the RFQ Submission Deadline. The City shall amend any date or time in the Timetable by issuing an addendum in accordance with Section 3.7.

(3) In the event that the approximate dates relating to the period and activities following the RFQ Process are amended after the RFQ Process has ended, such amendments will be communicated to only the Prequalified Parties.

2.3 Fairness Monitor

The City may elect to appoint a Fairness Monitor to monitor this RFQ Process. The name of the Fairness Monitor, if one is appointed for this RFQ Process, is set out in the RFQ Data Sheet. The role of the Fairness Monitor will be to observe all stages of the competitive procurement process (the Prequalification Stage the RFP Process) and to provide guidance and subsequently provide comment as to whether these processes are conducted fairly and in accordance with the provisions of the RFQ Documents and RFP documents.

2.4 Project Data Site

(1) The City has established an electronic data site for the Project (the "Project Data Site") at a secure website address for the provision of various types of background information related to the Project (the "Background Information") for Applicants' review.

(2) The City may add, delete or amend the documents posted to the Project Data Site at any time during the RFQ Process.

- (3) Each Applicant is solely responsible to ensure that it,
- (a) contacts the Contact Person at the coordinates set out in the RFQ Data Sheet to arrange access to the Project Data Site and to receive a Project Data Site password;
 - (b) provides the name and email address of the Applicant Representative to the Contact Person no later than the date set out in the Timetable (so the Applicant Representative can receive email notifications regarding documents posted to the Project Data Site);
 - (c) has the appropriate software which allows the Applicant to access and download documents from the Project Data Site; and

- (d) checks the Project Data Site frequently for the addition, deletion or amendment of documents at all times during the RFQ Process, keeps itself informed of and takes into account the most current information posted to the Project Data Site.

SECTION 3 – INSTRUCTIONS TO APPLICANTS

3.1 Obtaining the RFQ and Applicant Registration

(1) The City will post the RFQ on MERX and Applicants shall obtain the RFQ directly from MERX. Each Applicant shall, by submission of an email to the Contact Person no later than the date set out in the Timetable, register to obtain information and communications related to the RFQ Process. Only those prospective Applicants that have registered with the Contact Person will be permitted to submit a Prequalification Submission. It is anticipated that, following the posting of the RFQ on MERX, all subsequent communications related to the RFQ Process, including all addenda, will be posted on the Project Data Site. As a courtesy, Applicants will receive a notice of new postings on the Project Data Site by email to the Applicant Representative. Such notice to Applicants is a courtesy only and does not supersede the Applicant's obligation to regularly check the Project Data Site pursuant to Section 2.4(3).

(2) If the Applicant obtains this RFQ in some way other than from MERX, the Applicant is solely responsible to ensure that it has received all communications issued by the City, including all communications in accordance with Sections 3.6 and 3.7 and a failure to obtain any such communication is at the sole and absolute risk of the Applicant.

3.2 RFQ Documents

- (1) This RFQ consists of the following documents:
 - (a) this Request for Qualifications;
 - (b) Appendix A – RFQ Data Sheet;
 - (c) Appendix B – Prequalification Submission Requirements;
 - (d) Appendix C – Prequalification Submission Forms;
 - (e) Appendix D – Project Experience Forms;
 - (f) Appendix E – Financing Team Member Experience Form;
 - (g) Appendix F – Key Individuals Forms;
 - (h) Appendix G – Request for Information (RFI) Form; and
 - (i) Addenda, if any.

3.3 RFQ Submission Deadline and Late Submissions

(1) The Applicant shall ensure that Prequalification Submissions are received, and date and time stamped, by the City no later than the date and time set out in the Timetable (the "RFQ Submission Deadline"). Applicants shall deliver their Prequalification Submissions by hand or courier to the address set out in the RFQ Data Sheet (the "Submission Address"). The Applicant must ensure that its Prequalification Submission is date and time stamped by the individual who receives the Prequalification Submission on behalf of the City at the Submission Address.

(2) The City will not accept Prequalification Submissions sent by facsimile, electronic mail, telex or other telegraphic means. The City shall determine whether a Prequalification Submission was submitted on or before the RFQ Submission Deadline based on the time and date stamp on the Prequalification Submission. It is the sole responsibility of each Applicant to make sure that its Prequalification Submission is delivered to the Submission Address on or before the RFQ Submission Deadline. The City shall reject Prequalification Submissions received after the RFQ Submission Deadline and shall return such submissions to the Applicant unopened.

3.4 Contact Person

For the purpose of this RFQ Process, Applicants are permitted to contact only the Contact Person in respect of this RFQ Process. The name and coordinates of the Contact Person are set out in the RFQ Data Sheet.

3.5 Applicants' Meeting and Site Tour

(1) The City may elect to hold an optional information meeting for prospective Applicants (the "Applicants' Meeting"). If the City intends to hold an Applicants' Meeting and/or site tour, the date and time shall be set out in the Timetable and location of the meeting shall be set out in the RFQ Data Sheet. If held, the purpose of the Applicants' Meeting and/or site tour shall be to provide further information about the Project and the competitive procurement process and to respond to any immediate questions that Applicants may have. While attendance is optional, if the City elects to hold an Applicants' Meeting and/or site tour, Applicants are strongly encouraged to attend.

(2) If the City elects to hold an Applicants' Meeting and/or site tour, Applicants will be required to provide to the Contact Person, by e-mail, a list of the proposed attendees for the Applicants' Meeting and/or site tour (including individual name, title and firm name) no later than the date set out in the Timetable. The City may, in its sole discretion, limit the number of attendees at the Applicants' Meeting and/or site tour.

3.6 Requests for Clarifications

(1) Applicants shall submit all requests for clarification or questions with respect to the RFQ, the RFQ Process, or the Project ("Requests for Information" or "RFIs") to the Contact Person, by e-mail, no later than the date and time set out in the Timetable and in the form set out in Appendix G. Subject to Section 3.6(4), the City intends to provide all RFIs and the associated responses (without identifying the Applicant that submitted the RFI) to all registered Applicants by posting RFIs and associated responses to the Project Data site. The City will not answer any RFI, or any other type of inquiry in respect of the RFQ, RFQ Process or Project, that is not submitted in accordance with this Section 3.6(1).

(2) Any Applicant that has questions or concerns as to the meaning of any part of this RFQ or who believes that the RFQ contains any error, inconsistency or omission, must submit its question or concern, in writing as an RFI, to the Contact Person in accordance with Section 3.6(1).

(3) Any oral or written response provided by the City or its Representatives in connection with this RFQ will neither be binding on the City nor will it change, modify, amend or waive the requirements of this RFQ in any way. Applicants shall not rely on any response provided other than an addendum issued in accordance with Section 3.7.

(4) Applicants may also submit RFIs on matters they consider to be commercially sensitive or confidential. Applicants must designate such RFIs as "commercially confidential" and must submit them in accordance with Section 3.6(1). If the City determines, acting reasonably and after consultation with the Applicant, that an Applicant's commercially confidential RFI is of general application or would provide a significant clarification to all Applicants, the City, may issue a response to that RFI to all Applicants. In the event that the City determines, pursuant to this Section 3.6(4), that an Applicant's commercially confidential RFI is of general application or would provide a significant clarification to all

Applicants, the City will remove any portion of the applicable commercially confidential RFI that is proprietary or confidential to the Applicant prior to issuing the RFI and the associated response. The City will consult with the relevant Applicant with respect to the identification of proprietary or confidential information in the original commercially confidential RFI. If the City agrees with the Applicant's designation of the RFI as commercially confidential, the City will provide a response to only the Applicant that submitted the commercially confidential RFI.

3.7 Addenda and Amendments to the RFQ

(1) If the City, in its sole discretion, determines that it is necessary or desirable to amend this RFQ, the amendment will be posted to the Project Data Site in the form of a written addendum numbered for identification purposes. Each addendum will be considered to form an integral part of this RFQ. In the event of any conflict in the wording or any issue of interpretation, addenda, when issued, take priority over the original wording in the RFQ and any wording in prior addenda. For clarity, only those Applicants who register in accordance with RFQ Section 3.1(1) will receive access to the Project Data Site and, therefore, access to Addenda.

3.8 Process for Revising Prequalification Submissions

(1) At any time prior to the RFQ Submission Deadline, an Applicant may withdraw its Prequalification Submission by notifying the Contact Person, in writing, of the Applicant's intention to withdraw.

(2) An Applicant wishing to amend its Prequalification Submission after it has been submitted is permitted to do so only prior to the RFQ Submission Deadline. To carry out such an amendment to its Prequalification Submission, an Applicant shall,

- (i) notify the Contact Person, in writing, of its intention to withdraw and re-submit its Prequalification Submission;
- (ii) withdraw its original Prequalification Submission; and
- (iii) re-submit a complete, revised Prequalification Submission,

and shall complete all actions set out in Section 3.8(2)(i), 3.8(2)(ii) and 3.8(2)(iii) prior to the RFQ Submission Deadline.

3.9 Prequalification Submission Property of the City

All Prequalification Submissions will become the property of the City once submitted and will not be returned to the Applicants unless withdrawn pursuant to Section 3.8(1).

3.10 Prequalification Submission Instructions

(1) Applicants shall prepare all Prequalification Submissions in English and shall submit, in two separate sealed packages,

- (a) one bound, signed original marked as "Original" and the number of bound copies set out in the RFQ Data Sheet of,
 - (i) all the information required by Appendix B - Table 1 – Technical Information, including the completed forms required by Appendix C; and
 - (ii) one CD ROM or USB format flash drive containing electronic copies, in PDF or Word format, of all of the information provided pursuant to

Section 3.10(1)(a)(i) and marked "Technical Information" on the CD or USB flash drive,

together in a package marked "Technical Information" (the "Technical Information Package"); and

- (b) Subject to Section 3.10(3) one bound original marked as "Original" and the number of bound copies set out in the RFQ Data Sheet of,
- (i) all information required by Appendix B – Table 2 – Financial Information; and
 - (ii) one CD ROM or USB format flash drive containing electronic copies, in PDF or Word format, of all information provided pursuant to Section 3.10(1)(b)(i) and marked "Financial Information" on the CD or USB flash drive,

together in a package marked "Financial Information" (the "Financial Information Package").

(2) Applicants must include the Technical Information Package and the Financial Information Package together in another sealed package with the name of the Applicant, the name of the Project and the Contact Person's name clearly stated on the exterior of the package.

(3) Notwithstanding Section 3.10(1)(b), Applicants are not required to provide multiple copies of the financial statements of Team Members that are private companies, and, instead, may provide one original set of financial statements of Team Members that are private companies in a separate, sealed envelope in the Financial Information Package.

(4) Applicants should not submit any information other than what is specifically required by this RFQ. Applicants should not submit promotional materials as part of their Prequalification Submissions and Applicants are strongly encouraged to be succinct in their Prequalification Submissions. If there are page limits or other limits set out in Appendix B, the Applicant shall limit its Prequalification Submission, or each component of the Prequalification Submission, to the maximum pages indicated in Appendix B. Applicants are cautioned that the City will not review or score pages or other materials submitted in excess of the page limits. For greater clarity, any page or other limit set out in the RFQ shall apply to all materials submitted by the Applicant in response to the item that is the subject of such limit, whether submitted in the text of the Prequalification Submission or included as an appendix, schedule or other attachment to the Prequalification Submission.

(5) A Prequalification Submission that is not submitted in a sealed envelope may be rejected by the City and the City shall not be under any obligation to return an unsealed Prequalification Submission to the Applicant or to notify the Applicant that the envelope was not sealed.

(6) If there is any difference whatsoever between the electronic copy of the Technical Information and the hard copy of the Technical Information, the hard copy of the Technical Information, as submitted, shall govern. If there is any difference whatsoever between the electronic copy of the Financial Information and the hard copy of the Financial Information, the hard copy of the Financial Information, as submitted, shall govern.

3.11 Participation by Team Members on More than One Applicant Team

(1) A Team Member of one Applicant shall not be a Team Member or otherwise participate in the Prequalification Submission of any other Applicant. The prohibition set out in this Section 3.11(1) also applies to the Affiliates of each Team Member.

(2) The City may, in its sole discretion, permit a Team Member to participate in the Prequalification Submission of more than one Applicant if,

- (a) the Applicant applies for such permission on or before the deadline set out in the Timetable;
- (b) the Applicant can demonstrate, to the City's satisfaction, that the relevant Team Member is a specialist contractor or consultant and that there is a shortage of such specialist contractor or consultant; and
- (c) the Team Member is not a Prime Team Member.

(3) If the City exercises its discretion pursuant to Section 3.11(2), the City may, in its sole discretion,

- (a) impose conditions on Applicants in respect of the relevant Team Member; and
- (b) prohibit Applicants from entering into agreements obliging the relevant Team Member to agree to provide services exclusively to a particular Applicant or Applicants.

(4) A Key Individual, shall not be involved in the Prequalification Submission of more than one Applicant.

3.12 Intellectual Property

(1) Applicants will be required to represent and warrant that they have the sole and unrestricted right, title and interest or good and sufficient power, authority and right to use any intellectual property they require for performance of their obligations pursuant to this RFQ and will pay all applicable fees associated with the use of such intellectual property including any required licence fees and royalties.

SECTION 4 – CONTENTS OF THE PREQUALIFICATION SUBMISSION

Applicants shall prepare their Prequalification Submissions by completing and submitting the information and forms required by Appendices B, C, D, E and F to this RFQ, in accordance with the instructions set out in Appendices B and C.

SECTION 5 – RFQ EVALUATION PROCESS OVERVIEW

5.1 Evaluation Process

The City will not open Prequalification Submissions publicly. The City and its Representatives will evaluate the Prequalification Submissions in accordance with the following steps:

(a) Step 1:

The Prequalification Submissions will be reviewed to determine whether they are substantially complete. The substantial completeness review will assess whether the required information and forms have been substantially completed and included in the Prequalification Submission. An Applicant's failure to provide a substantially complete Prequalification Submission will result in the Prequalification Submission not being evaluated. For the purposes of this RFQ Process, "substantially complete" means that all documents have been submitted as required by these RFQ Documents and have been completed without any

major gaps in the information. For clarity, “substantially complete” is not a test of “absolute completeness”.

(b) Step 2:

The technical evaluation team and financial evaluation team established by the City will evaluate the Technical Information Package and the Financial Information Package, respectively, of those Prequalification Submissions that pass the substantial completeness review. The technical and financial evaluation teams will evaluate, score and rank the Prequalification Submissions in accordance with the Evaluation Criteria Categories set out in Section 6. In the event that there is a tie in the aggregate score among two or more Prequalification Submissions for the last Prequalified Party position in the ranking, the rule set out in the RFQ Data Sheet shall apply.

(c) Step 3:

The City may, in its sole discretion, short-list Applicants, based on the Applicants' ranking, for an interview.

(d) Step 4:

The technical and financial evaluation teams established by the City will present the evaluation and ranking results from Steps 1 and 2 to an evaluation committee, also appointed by the City. The role of the evaluation committee will be to confirm that the evaluation teams have carried out their respective evaluation, scoring and ranking in accordance with the requirements of this RFQ.

(e) Step 5:

Subject to Section 5.2 and following approval by the City, the Contact Person will contact all Applicants to inform them whether or not they have been determined to be Prequalified Parties.

5.2 Maximum Number of Prequalified Applicants

(1) The City intends to prequalify, at a maximum, the number of Prequalified Parties set out in the RFQ Data Sheet. However, the City may, in its sole discretion either prior to or after the issuance of the RFP, replace a Prequalified Party that has informed the City that it does not intend to participate in the RFP Process by adding the next highest ranked Applicant to the list of Prequalified Parties. Each Applicant who is eligible to be added to the list of Prequalified Parties pursuant to this Section 5.2(1) is a “Reserve Prequalified Party”. This Section 5.2 shall survive the cancellation or conclusion of the RFQ Process.

(2) Prior to being added to the list of Prequalified Parties, upon notification by the City, a Reserve Prequalified Party will be required to:

- (a) confirm in writing in a form satisfactory to the City that the Reserve Prequalified Party wishes to participate in the RFP Process;
- (b) provide the City with confirmations pursuant to Sections 5.5 and 5.6, in a form satisfactory to the City; and
- (c) either,

- (i) provide the City with a confirmation that its Team Members have not changed; or
- (ii) make application pursuant to Section 7.4 for a change to a Team Member.

5.3 Clarifications of Prequalification Submissions

(1) During the evaluation of Prequalification Submissions, the City may request that any Applicant provide further clarification of any part of its Prequalification Submission. The City may also, in its sole discretion, verify any information received, including any references, and, for that purpose, the Applicants shall be deemed to consent to and authorize the release of such information to the City. If required, it may be necessary for an Applicant to attend one or more clarification meetings with the City.

(2) The evaluation of a Prequalification Submission may include any clarifications provided in writing in response to questions posed by the City as well as any other investigations made by the City.

(3) The City is under no obligation to request clarification of, or verify, any information in any Prequalification Submission, including the clarification or verification of an ambiguity in the Prequalification Submission. The City may, in its sole discretion, request clarification of, or verify, matters related to none, one or some of the Prequalification Submissions.

5.4 Reference Checks and Applicant Interviews

(1) The City may, in its sole discretion, check references provided by Applicants and references other than those provided by Applicants in their Prequalification Submissions. The purpose of reference checks is to confirm the information submitted in an Applicant's Prequalification Submission. For clarity, the City is under no obligation to check references.

(2) The City may, in its sole discretion, conduct interviews with in accordance with Section 5.1(c) with a short-list of highest ranked Applicants, to further understand an Applicant's Prequalification Submission and to meet key members of the Applicant's team. The City may request clarification of an Applicant's Prequalification Submission at an interview and the City may treat these clarifications in the same fashion as clarifications provided in writing in accordance with Section 5.3(1). For clarity, the City is under no obligation to conduct interviews with Applicants.

5.5 Financial Submission Confirmation

(1) During the time period from the end of the RFQ Process until the issuance of the RFP (and thereafter subject to the terms and conditions of the RFP), the City may, in its sole discretion, request any Applicant to confirm that there have been no material changes to the financial information submitted by the Applicant in its Financial Information Submission. If there have been any material changes to the Applicant's Financial Information Submission, the Applicant shall provide details of such changes in accordance with any requirements the City may impose at that time. The City shall evaluate the new financial information submitted by the Applicants by applying the evaluation criteria set out in Appendix B and may revise the Applicant's score and ranking to reflect the results of the evaluation. If an Applicant's revised score results in a change in its ranking, the City may, in its sole discretion, invite a Reserve Prequalified Party, based on the rankings in this RFQ Process, to be added to the list of Prequalified Parties and replace the Applicant whose score was re-evaluated pursuant to this Section 5.5, even if those Applicants were not Prequalified Parties in the first instance.

5.6 Reporting of Material Change

(1) During the time period from the end of the RFQ Process until the issuance of the RFP documents (and thereafter subject to the terms and conditions of the RFP), each Prequalified Party shall

immediately report any material change to the financial information submitted by that Prequalified Party during the RFQ Process and shall re-submit its financial information by providing all financial information originally required by Section 1 of Table 2 of Appendix B. The City shall evaluate the re-submitted financial information and may revise the Applicant's score and ranking to reflect the results of the re-evaluation. If a Prequalified Party's revised score results in a change in its ranking, the City may, in its sole discretion invite a Reserve Prequalified Party, based on the ranking in this RFQ Process, to be added to the list of Prequalified Parties, and replace the Applicant whose score was re-evaluated pursuant to this Section 5.6, even if those Applicants were not Prequalified Parties in the first instance.

SECTION 6 – RFQ EVALUATION

6.1 Evaluation Criteria Categories

(1) A Prequalification Submission that has passed the substantial completeness review will be subjected to a scoring evaluation based on the following evaluation criteria categories ("Evaluation Criteria Categories"), further details of which are set out in Appendix B:

- (a) Financial Capacity;
- (b) Applicant Team and Approach to Partnering;
- (c) Design Team – Asset Specific Expertise and Individual Qualifications;
- (d) Construction Team – Asset Specific Expertise and Individual Qualifications;
- (e) Facilities Management Team – Asset Specific Expertise and Individual Qualifications; and
- (f) Financing Approach and Experience.

(2) The weightings for the Evaluation Criteria Categories in this RFQ Process are set out in the RFQ Data Sheet. The Evaluation Criteria are set out in Appendix B.

(3) The technical and financial evaluation teams will evaluate each Prequalification Submission based on the Evaluation Criteria.

SECTION 7 – RFQ PROCESS MATTERS

7.1 Prohibited Communications and Lobbying Prohibition

- (1) Neither Applicants nor their Representatives or Team Members shall,
- (a) make any public comment, respond to questions in a public forum, or carry out any activities to publicly promote or advertise their qualifications, interest in, or participation in, the Project or this RFQ Process without the City's prior written consent, which consent may be withheld in the City's sole discretion; or
 - (b) engage, in any way whatsoever, in any form of political or other lobbying whatsoever in relation to the Project or to influence the outcome of this RFQ Process.

(2) The City may, in its sole discretion and at any time in the RFQ Process, reject the Prequalification Submission of an Applicant that has contravened Section 7.1(1). The City may, as an alternative to the rejection of such a Prequalification Submission, impose such conditions on an

Applicant's continued participation in the RFQ Process and the RFP Process as the City, in its sole discretion, may consider in the public interest or otherwise appropriate.

(3) Other than as expressly permitted or required in this RFQ, any contact by any Applicant or any of its Representatives or Team Members (or any attempt to contact) any of the following persons, directly or indirectly, with respect to this RFQ, RFQ Process or the Project, may lead to disqualification of an Applicant or rejection of a Prequalification Submission:

- (a) any person employed or engaged by the City, other than the Contact Person;
- (b) any member of the technical evaluation team or the financial evaluation team;
- (c) any member of the evaluation committee;
- (d) any expert or advisor assisting the City, an evaluation team or the evaluation committee;
- (e) any member of the municipal council of the City or any member of a councillor's staff;
- (f) the Mayor of Saskatoon or any member of the Mayor of Saskatoon's staff;
- (g) subject to Section 3.11(2) any other Applicant or Representative thereof;
- (h) any person employed or engaged by PPP Canada or any member of the board of directors of PPP Canada; or
- (i) any other additional party named in the RFQ Data Sheet.

7.2 Applicant Due Diligence

(1) This RFQ and the Background Information may not contain all of the information that an Applicant or its Team Members may need in deciding whether to submit a Prequalification Submission or in the development of a Prequalification Submission.

(2) The City and its Representatives make no representations or warranties, and there are no representations, warranties or conditions, either express or implied, statutory or otherwise, in fact or in law, with respect to the accuracy or completeness of this RFQ or any information, data, materials or documents (electronic or otherwise) provided to the Applicants or their Team Members in this RFQ or during this RFQ Process with respect to the RFQ or the Project, including any Background Information. The City and its Representatives shall not be liable for any claim, action, cost, loss, damage or liability of any kind whatsoever arising from any Applicant's or Team Member's reliance on or use of this RFQ or any other information, data, materials or documents (electronic or otherwise) provided or made available to the Applicants or their Team Members by the City or its Representatives during this RFQ Process or with respect to the RFQ or the Project, including any Background Information.

(3) Each Applicant, and each Team Member, is responsible for obtaining its own independent financial, legal, accounting, engineering, environmental, architectural and other technical and professional advice with respect to the RFQ, the RFQ Process, and the Project and with respect to any information, data, materials or documents (electronic or otherwise) provided or made available to the Applicants or their Team Members by the City or its Representatives during this RFQ Process or with respect to the RFQ or the Project, including any Background Information.

(4) Each Applicant, and each Team Member, is responsible for ensuring that it has all of the information necessary to prepare its Prequalification Submission in response to this RFQ and for

independently informing and satisfying itself with respect to the information contained in this RFQ, or provided during this RFQ Process with respect to the RFQ or the Project and with respect to any conditions that may in any way affect its Prequalification Submission.

7.3 Costs and Expenses of Applicants

(1) All costs and expenses incurred by an Applicant or its Team Members in the preparation and delivery of its Prequalification Submission or in providing any additional information necessary for the evaluation of its Prequalification Submission shall be borne solely by that Applicant.

(2) Neither the City nor its Representatives shall be liable to pay any costs or expenses of any Applicant or any Team Member or to reimburse or compensate an Applicant in any manner whatsoever under any circumstances, including in the event of the rejection of any or all Prequalification Submissions, the cancellation or deferral of the RFQ Process or the cancellation or deferral of the Project.

7.4 Substitution, Removal or Change in Scope of Applicant Team Members

(1) Except as provided in 7.4(3), an Applicant is not permitted to substitute or remove a Team Member, or change the role or scope of work of any Team Member, after the RFQ Submission Deadline, without the City's prior written consent. The City may, in its sole discretion, disqualify an Applicant that contravenes this Section 7.4(1).

(2) An Applicant wishing to substitute or remove a Team Member, or change the scope of work of any Team Member, shall submit a written request to the Contact Person that sets out, in detail, the proposed change to the membership of the Applicant's team.

(3) If an Applicant submits a request pursuant to Section 7.4(1), the following shall apply:

- (a) If the Applicant's request is submitted prior to the completion of Step 2 of the RFQ evaluation process (as set out in Section 5.1), the City, may in its sole discretion, permit the requested change and re-evaluate those portions of the Applicant's Prequalification Submission that may be impacted by the change; and
- (b) If the Applicant's request is submitted after the completion of Step 2 of the RFQ evaluation process (as set out in Section 5.1), the City may, in its sole discretion, review the proposed change assess whether,
 - (i) the replacement Team Member has equal or better qualifications than the original Team Member; or
 - (ii) the proposed change in scope of work is likely to result in equal or better performance by the Applicant,

to determine whether the City will, in its sole discretion, consent to the Applicant's request.

(4) If, after the RFQ Submission Deadline and for reasons beyond the control of the Applicant or the applicable Team Member, there is,

- (a) a requirement to substitute or remove a Team Member;
- (b) a change in Control of any Team Member; or
- (c) a material change to the nature of a Team Member,

the Applicant must provide written notice to the City within five business days after becoming aware of such a change in circumstance. The City may, in its sole discretion, disqualify the Applicant if the City, in its sole discretion, considers that there could be a material adverse impact on the Applicant's Prequalification Submission as a result of one of the circumstances set out in Section 7.4(4)(a), Section 7.4(4)(b), or Section 7.4(4)(c). If the City determines, in its sole discretion, that it will not disqualify the Applicant in such circumstances, the City may permit the Applicant to propose a substitution for the applicable Team Member, for review and approval by the City.

(5) Subject to the RFP Process rules, Applicants are cautioned that Prequalified Parties will not be permitted to substitute or remove any Team Member or to materially change the roles or scope of work to be performed by any Team Member (from the Team Members' role and scope of work set out in their original Prequalification Submissions), without the City's prior written consent. In considering whether to grant such a consent, the City may, in its sole discretion, require some or all of the Team Members, including any Team Member that will no longer form part of the Applicant, to confirm in writing their agreement to the addition, substitution, removal, or change in the Team Members. The City may, in its sole discretion, disqualify a Prequalified Party that substitutes or removes any Team Member or materially changes the roles or scope of work of a Team Member without the City's prior written consent.

(6) The City may, in its sole discretion, require an Applicant to remove and/or replace any Team Member and/or Key Individual pursuant to Section 7.5(1)(a), Section 7.5(1)(d) and Section 7.10(5). Any such replacement Team Member and/or Key Individual is at the City's sole discretion and shall require the City's prior written consent.

(7) In exercising its sole discretion pursuant to this Section 7.4, the City may have reference to the Evaluation Criteria Categories set out in this RFQ and such other criteria as the City may consider relevant.

7.5 Rights of the City

(1) Notwithstanding anything else in this RFQ, the City may, at any time and in its sole discretion,

- (a) disqualify an Applicant or Prequalification Submission, or disqualify any Team Member, if
 - (i) the Applicant, or any of its Team Members, has been disqualified from another competitive procurement process as the result of any convictions related to inappropriate bidding or procurement practices or unethical behaviour; or
 - (ii) the Applicant or one or more of its Team Members (or one of their Affiliates) has been convicted of carrying out inappropriate bidding or procurement practices or engaging in unethical behaviour in relation to a public sector procurement process in any Canadian jurisdiction;
- (b) consider, in the evaluation of the Prequalification Submissions, any instances of poor performance of an Applicant, Team Member or Key Individual that the City has experienced in its dealings with any of the Applicant, its Team Members or its Key Individuals;
- (c) accept or reject any Prequalification Submission or reject all Prequalification Submissions;
- (d) disqualify an Applicant in accordance with Section 7.4(4);
- (e) disqualify an Applicant in accordance with Section 7.11;

- (f) to disqualify an Applicant if that Applicant or one or more of its Team Members or Key Individuals has, or has failed to disclose, a perceived, potential or actual Conflict of Interest as set out in Section 7.10;
- (g) change the Project, including a change in scope;
- (h) cancel this RFQ and reissue the same RFQ or a different request for qualifications document in relation to the Project; or
- (i) cancel or defer this RFQ or the Project at any time,

in each case, without incurring any liability for cost or damages incurred by any Applicant.

(2) Without limitation to any other rights of the City hereunder, in order to ensure the integrity, openness and transparency of the procurement process, the City may, in its sole discretion,

- (a) impose at any time on all Applicants and any Team Members additional conditions, requirements or measures with respect to bidding or procurement practices or ethical behaviour of the Applicants and Team Members; and
- (b) require that an Applicants and/or any Team Member provide the City with copies of their internal policies, processes and controls establishing ethical standards for its procurement practices and evidence of compliance by the Applicant and all Team Members with such policies, processes and controls.

(3) The City's purpose in this RFQ Process is to obtain Prequalification Submissions that are in the best interest of the City and most suitable for meeting the City's objectives.

7.6 Power of Municipal Council of the City

Applicants are advised that no provision of this RFQ (including a provision stating the intention of the City) is intended to operate, nor shall any such provision have the effect of operating, in any way, so as to interfere with or otherwise fetter the discretion of the municipal council of the City in the exercise of its statutory powers.

7.7 Restriction on Communication between Applicants

(1) An Applicant shall not discuss or communicate, directly or indirectly, with any other Applicant, any information whatsoever regarding the preparation of its own Prequalification Submission or the Prequalification Submission of another Applicant in a fashion that would contravene the applicable law. Each Applicant shall prepare and submit its Prequalification Submission independently and without any connection, knowledge, comparison of information, or arrangement, direct or indirect, with any other Applicant.

(2) For greater clarity, Section 7.7(1) applies to Applicants, their Team Members, their Key Individuals, and their respective Representatives.

7.8 Right to Verify

The City may, in its sole discretion, independently verify any information in none, one or some of the Prequalification Submissions. The City may, in its sole discretion, disqualify any Applicant whose Prequalification Submission contains any false or misleading information. The City may, in its sole discretion, disqualify any Applicant that, in the City's sole discretion, has failed to disclose any information that would, if disclosed, materially adversely affect the City's evaluation of the relevant Applicant's Prequalification Submission. The City is under no obligation to independently verify any information in any Prequalification Submission.

7.9 Debriefing

The City will offer a debriefing to any Applicant that has not been identified as a Prequalified Party. The City is not obliged to debrief Prequalified Parties with respect to their participation in the RFQ Process. The information provided to an Applicant in the debriefing will relate solely to that Applicant and its Prequalification Submission and not to any other Applicant or Prequalification Submission. Any information provided by the City in good faith during a debriefing shall not be used against the City or its Representatives in any way whatsoever, including in any legal action.

7.10 Conflict of Interest

(1) Each Applicant Representative, on behalf of the Applicant's Team Members and Key Individuals, must declare and continue to be under an obligation to declare all Conflicts of Interest that exist or may exist in the future.

(2) "Conflict of Interest" means any situation or circumstance where an Applicant, Team Member or Key Individual,

- (a) has other commitments, relationships, financial interests or involvement in ongoing litigation that,
 - (i) could or could be seen to exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgment; or
 - (ii) could or could be seen to compromise, impair or be incompatible with the effective performance of its obligations under the Project Agreement;
- (b) has contractual or other obligations to the City that could or could be seen to have been compromised or impaired as a result of its participation in the RFQ, the RFP Process or the Project; or
- (c) has knowledge of confidential information (other than Confidential Information disclosed by the City in the normal course of the RFQ Process) of strategic and/or material relevance to the RFQ Process or to the Project that is not available to other Applicants and that could or could be seen to give the Applicant an unfair competitive advantage.

(3) In connection with its Prequalification Submission, each Applicant shall,

- (a) avoid any perceived, potential or actual Conflict of Interest in relation to the Project;
- (b) upon discovering any perceived, potential or actual Conflicts of Interest at any time during the RFQ Process, promptly disclose same to the City in a written statement to the Contact Person; and
- (c) provide the City with the Applicant's proposed means to mitigate and minimize, to the greatest extent practicable, any perceived, potential or actual Conflict of Interest and shall submit any additional information to the City that the City considers necessary to properly assess the perceived, potential or actual Conflict of Interest.

(4) Without limiting Section 7.10(5), the City may, in its sole discretion, waive any and all perceived, potential or actual Conflicts of Interest. The City's waiver may be upon such terms and

conditions as the City, in its sole discretion, requires to satisfy itself that the Conflict of Interest has been appropriately managed, mitigated and minimized, including requiring the Applicant and/or Prequalified Party, as applicable, to put into place such policies, procedures, measures and other safeguards as may be required by and be acceptable to the City, in its sole discretion, to manage, mitigate and minimize the impact of such Conflict of Interest.

(5) Without limiting Section 7.10(4) and in addition to all contractual or other rights or rights at law or in equity or legislation that may be available to the City, the City may, in its sole discretion,

- (a) disqualify an Applicant that fails to disclose a perceived, potential or actual Conflict of Interest of the Applicant or any of its Team Members or Key Personnel;
- (b) require the removal and replacement of any Team Member or Key Individual that has a perceived, actual or potential Conflict of Interest that the City, in its sole discretion, determines cannot be managed, mitigated or minimized;
- (c) disqualify an Applicant, Team Member and/or Key Individual that fails to comply with any requirements prescribed by the City pursuant to Section 7.10(3) to mitigate, manage or minimize a Conflict of Interest; and
- (d) disqualify an Applicant if that Applicant, or one of its Team Members or Key Individuals has a perceived, potential or actual Conflict of Interest that, in the City's sole discretion, cannot be mitigated, managed, minimized or otherwise resolved.

(6) The final determination of whether a perceived, potential or actual Conflict of Interest exists shall be made by the City, in its sole discretion.

7.11 Ineligible Persons

(1) As a result of their involvement in the Project, the Persons listed in the RFQ Data Sheet are not eligible to participate as an Applicant's Team Member ("Ineligible Persons").

(2) Affiliates of an Ineligible Person are not eligible to participate as an Applicant's Team Member without the prior written consent of the City. To request consent, the Affiliate shall submit the following information to the Contact Person prior to the applicable date and time set out in the Timetable:

- (a) the full legal name of the Affiliate that the Applicant wishes to include as a Team Member;
- (b) information regarding the Affiliate's relationship to the Ineligible Person; and
- (c) a description of the policies and procedures that will be put in place to mitigate, manage and minimize any perceived, potential or actual Conflict of Interest.

(3) Upon receipt of a request pursuant to Section 7.11(2) the City shall, in its sole discretion, make a determination as to whether,

- (a) it considers there to be a real, perceived or potential Conflict of Interest; and
- (b) such a Conflict of Interest can be mitigated, managed and minimized.

If the City has determined, in its sole discretion, that the Affiliate has a Conflict of Interest that cannot be mitigated, managed and minimized, the City will add the name of the Affiliate to the list of Ineligible Persons.

(4) The City may, in its sole discretion, waive the ineligibility of an Affiliate on such terms and conditions as the City, in its sole discretion, may require, including that the Applicant has put into place adequate safeguards to mitigate, manage and minimize the impact of any Conflict of Interest including provisions to ensure that any and all Confidential Information of the City that the Affiliate may have continues to be kept confidential and not disclosed or used except as expressly allowed by the City.

(5) The City may, from time to time, add other firms or persons that may be contracted or retained by the City to work on the Project to the list of Ineligible Persons in the RFQ Data Sheet.

7.12 Use of Confidential Information

(1) Each Applicant must declare, and continues to be under an obligation to declare, that it does not have knowledge of or the ability to avail itself of Confidential Information of the City relevant to the Project if the City has not specifically authorized such use.

(2) Confidential Information,

- (a) shall remain the sole property of the City and the Applicant shall treat it as confidential;
- (b) may not be used by the Applicant for any other purpose other than submitting a Prequalification Submission or the performance of any subsequent agreement relating to the Project;
- (c) shall not be disclosed by the Applicant to any person who is not involved in the Applicant's preparation of its Prequalification Submission or the performance of any subsequent agreement relating to the Project, without prior written of the City;
- (d) if requested by the City, will be returned to the City no later than ten days after such request; and
- (e) shall not be used in any way that is detrimental to the City.

(3) Each Applicant shall be responsible for any breach of the provisions of this Section 7.12 by any Person to whom it discloses the Confidential Information. Each Applicant acknowledges and agrees that a breach of the provisions of this Section 7.12 would cause the City to suffer loss which could not be adequately compensated by damages, and that the City may, in addition to any other remedy or relief, enforce any of the provisions of this Section 7.12 upon submission to a court of competent jurisdiction for injunctive relief without proof of actual damage to the City.

(4) The provisions in this Section 7.12 shall survive any cancellation of this RFQ or the RFP and shall survive the conclusion of the RFQ Process and RFP Process.

7.13 The City's Discretion

Unless explicitly otherwise stated herein, all references in this RFQ to the City' "discretion" or "sole discretion" means the City's absolute sole unqualified subjective discretion.

7.14 Freedom of Information, Protection of Privacy and Other Disclosure Requirements

(1) Applicants are advised that the City may be required to disclose the RFQ and a part or parts of one or more Prequalification Submission pursuant to the *Local Authority Freedom of Information and Protection of Privacy Act (Saskatchewan)* ("LAFOIP").

(2) Applicants are also advised that LAFOIP may provide protection for confidential and proprietary business information. Applicants are strongly advised to consult their own legal advisors as to the appropriate way in which confidential or proprietary business information should be marked as such in their Prequalification Submissions.

(3) Subject to the provisions of LAFOIP, the City will use reasonable commercial efforts to safeguard the confidentiality of any information identified by the Applicant as confidential but shall not be liable in any way whatsoever to any Applicant or Team Member if such information is disclosed based on an order or decision of the Information and Privacy Commissioner or otherwise as required under the applicable law.

7.15 Pre-RFP Meetings

(1) The City may, in its sole discretion, convene meetings prior to the commencement of the RFP Process (each, a "Pre-RFP Meeting") for Prequalified Parties on the dates and at the times set out in a notice to be provided by a representative of the City. While attendance at a Pre-RFP Meeting is not mandatory, Prequalified Parties are strongly encouraged to attend. A Prequalified Party's failure to attend a Pre-RFP Meeting is at the Prequalified Party's sole risk and responsibility.

(2) Prequalified Parties may ask questions and seek clarifications at a Pre-RFP Meeting. If the City gives oral answers at a Pre-RFP Meeting, those answers shall not be considered final unless the Prequalified Party also submits those questions in accordance with Section 3.6 and responses are issued in accordance with Section 3.6.

(3) No statement, consent, waiver, acceptance, approval or anything else said or done in any Pre-RFP Meeting by the City or any of their respective advisors, employees or representatives shall amend or waive any provision of the RFQ Documents or the RFP documents, or be binding on the City or be relied upon in any way by Prequalified Parties or their advisors, except when and only to the extent expressly confirmed in an addendum to the RFQ issued in accordance with Section 3.7 and/or an addendum to the RFP documents issued in accordance with the RFP, as applicable.

7.16 Legal Matters

(1) This RFQ is not an offer to enter into any contract of any kind whatsoever. This RFQ is not intended to create a bidding contract (often referred to as "Contract A").

(2) Notwithstanding that in accordance with RFP Section 7.16(1) this RFQ is not intended to create "Contract A", the Applicant and all other entities participating in this RFQ Process agree that if the City is found to be liable, in any way whatsoever, for any act or omission in respect of this RFQ Process, the total liability of the City to any Applicant, Applicant Team Member or any other entity participating in this RFQ Process, and the aggregate amount of damages recoverable against the City for any matter relating to or arising from any act or omission, whether based upon an action or claim in contract, warranty, equity, negligence, intended conduct, judicial review or otherwise, including any action or claim arising from the acts or omissions, negligent or otherwise, of the City shall be no greater than the Applicant's cost of preparing its Proposal or the amount set out in the RFQ Data Sheet, whichever is less.

(3) This Section 7.16 shall survive any cancellation of this RFQ and shall survive the conclusion of the RFQ Process.

7.17 Trade Agreements

(1) This RFQ Process falls within the scope of Chapter 5 of the Agreement on Internal Trade and is subject to Chapter 5, however, the rights and obligations of the parties are governed by the specific terms of this RFQ.

(2) This RFQ Process is subject to The New West Partnership Trade Agreement, however, the rights and obligations of the parties are governed by the specific terms of this RFQ.

7.18 Definitions

Unless otherwise specified or the context otherwise requires, whenever used in this RFQ:

“**Affiliate**” has the meaning given in *The Business Corporations Act* (Saskatchewan).

“**Applicant**” is defined in Section 1.1(2).

“**Applicant Representative**” means the individual or entity that completes and executes the declaration in Form C-1 – Master Submission Form of Appendix C.

“**Background Information**” is defined in Section 2.4(1).

“**City**” is defined in Section 1.1(1).

“**Confidential Information**” means all material, data, information or any item in any form, whether oral or written, including in electronic or hard-copy format, supplied by, obtained from or otherwise procured in any way, whether before or after the Prequalification Submission, from the Government of Canada or the City in connection with the Project, but does not include any information which (i) is or becomes generally available to the public other than as a result of a breach of Section 7.12, (ii) becomes available to the Applicant on a non-confidential basis from a source other than the Government of Canada or the City so long as that source is not bound by a confidentiality agreement with respect to the information or otherwise prohibited from transmitting the information to the Applicant by a contractual, legal or fiduciary obligation, or (iii) the Applicant is able to demonstrate was known to it on a non-confidential basis before it was disclosed to the Applicant by the Government of Canada or the City.

“**Conflict of Interest**” is defined in Section 7.11(1).

“**Construction Prime Team Member**” means the Prime Team Member(s) involved in the construction of the Project.

“**Construction Team**” means all of the Team Members involved in the construction of the Project, including the Construction Prime Team Member(s).

“**Contact Person**” means the person named as the Contact Person in the RFQ Data Sheet.

“**Control**” has the meaning ascribed thereto in the *Business Corporations Act* (Saskatchewan), and “**Controlled**”, “**Controls**” and “**Controlling**” have corresponding meanings.

“**Design Prime Team Member**” means the Prime Team Member(s) involved in the design of the Project.

“**Design Team**” means all of the Team Members involved in the design of the Project, including the Design Prime Team Member(s).

“**Developer**” means the Team Member(s) on an Applicant's team who will play the lead project development role in respect of the Project.

“**Evaluation Criteria**” means the evaluation criteria set out in Appendix B – Prequalification Submission Requirements.

“**Evaluation Criteria Categories**” means the evaluation criteria categories set out in Section 6.1(1).

“**Fairness Monitor**” means the person named as the Fairness Monitor in the RFQ Data Sheet.

“**Financial Disclosure Entity**” has the meaning set out in Table 2 of Appendix B – Prequalification Submission Requirements.

“**Financial Information Package**” is defined in Section 3.10(1)(b).

“**Financing Prime Team Member**” means the Prime Team Member(s) involved in the financing of the Project.

“**Financing Team**” means all of the Team Members involved in the financing of the Project.

“**FM Prime Team Member**” means the Prime Team Member(s) involved in the maintenance, rehabilitation and, as applicable, operations of the Project.

“**FM Team**” means all of the Team Members involved in the maintenance, rehabilitation and, as applicable, operations of the Project.

“**Ineligible Persons**” is defined in Section 7.11(1).

“**Key Individual**” means an individual who will play an important role in the Project on behalf of a Prime Team Member as set out in Appendix B – Prequalification Submission Requirements.

“**Person**” means any individual, partnership, limited partnership, joint venture, syndicate, sole proprietorship, company, corporation or body corporate with or without share capital, unincorporated association, trust, trustee, executor, administrator or other legal personal representative, regulatory body or agency, government or governmental agency authority or entity however designated or constituted.

“**Prequalification Submission**” is defined in Section 1.1(2).

“**Prequalified Parties**” is defined in Section 1.1(1).

“**Prime Team Member**” means an individual or entity that: (i) is the Project Development Prime Team Member; (ii) has or will have a risk capital interest of at least ten percent in Project Co; (iii) will undertake at least twenty-five percent of the construction work based on total estimated construction costs of the Project; (iv) will play the lead design role for the Project; (v) will undertake at least twenty-five percent of the maintenance and rehabilitation work based on total estimated maintenance and rehabilitation management costs of the Project; or (vi) any individual or entity that has been put forward by the Applicant to provide any financial advisory services or any critical or material portion of the, design, construction or maintenance and rehabilitation in connection with the Project.

“**Project**” is defined in Section 1.1(4).

“**Project Agreement**” means the agreement to be made with the Successful Proponent in respect of the design, construction, financing and maintenance and operation by the Successful Proponent of the Project.

“**Project Co**” means the entity formed, or that will be formed, to enter into the Project Agreement.

“**Project Data Site**” is defined in Section 2.4(1).

“**Project Development Prime Team Member**” means the Team Member(s) on the Applicant’s team who will play the lead project development role in respect of the Project.

“**related**” when used in relation to a Person, means a Person not dealing at arm’s length with the first mentioned Person, as the term “arm’s length” is defined in the *Income Tax Act* (Canada).

“Representatives” means the directors, officers, ministers, employees, agents, accountants, consultants, financial or legal advisors and all other representatives of the Person being referred to.

“Reserve Prequalified Party” means the Applicant(s) identified by the City pursuant to Section 5.2(1).

“RFP” means the Request for Proposals in respect of the Project.

“RFP Process” is defined in Section 1.1(1).

“RFQ” is defined in Section 1.1(1).

“RFQ Data Sheet” means the RFQ Data Sheet attached as Appendix A – RFQ Data Sheet to this RFQ.

“RFQ Submission Deadline” is defined in Section 3.3.

“Steering Committee” means the committee formed by the City manage the Project on behalf of the City.

“Submission Address” is defined in Section 3.3.

“Successful Proponent” is defined in Section 1.1(5).

“Team Member” means an entity that is identified in the Applicant’s Prequalification Submission as being a member of the Applicant’s team, including Prime Team Members.

“Technical Information Package” is defined in Section 3.10(1)(a).

7.19 Interpretation

In this RFQ, words in the singular include the plural and vice-versa and words in one gender include all genders, all references to dollar amounts are to the lawful currency of Canada, and the words “include”, “includes” or “including” means “include without limitation”, “includes without limitation” and “including without limitation”, respectively, and the words following “include”, “includes” or “including” will not be considered to set forth an exhaustive list.

APPENDICES TO THE RFQ

APPENDIX A TO THE RFQ – RFQ DATA SHEET

RFQ SECTION REFERENCE AND TITLE	ITEM																								
RFQ Section 1.1(4) Scope of the Project	<p>Project Name: Civic Operations Centre Project</p> <p>Description of Project: The City is undertaking a project for the design, construction, financing and maintenance of a bus transit facility and the design, construction, financing, maintenance and operation of a snow management facility. Detailed descriptions of the proposed bus transit facility and snow management facility are set out in the Background Information Document issued by the City with the RFQ.</p>																								
RFQ Section 2.2 Timetable	<p>Timetable</p> <table border="1"> <thead> <tr> <th data-bbox="472 898 1149 961">Step in the Procurement Process</th> <th data-bbox="1149 898 1490 961">Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="472 961 1149 1024">Issue RFQ</td> <td data-bbox="1149 961 1490 1024">September 24, 2013</td> </tr> <tr> <td data-bbox="472 1024 1149 1119">Last Day to Notify City of Proposed Applicants' Meeting Attendees</td> <td data-bbox="1149 1024 1490 1119">October 4, 2013</td> </tr> <tr> <td data-bbox="472 1119 1149 1182">Applicants' Meeting</td> <td data-bbox="1149 1119 1490 1182">October 9, 2013</td> </tr> <tr> <td data-bbox="472 1182 1149 1245">Last Day for Applicants to submit RFIs</td> <td data-bbox="1149 1182 1490 1245">October 16, 2013</td> </tr> <tr> <td data-bbox="472 1245 1149 1371">Last Day for Applicant to submit a "Team Member" request pursuant to Section 3.11(2)(a) and 7.11(2) of the RFQ</td> <td data-bbox="1149 1245 1490 1371">October 16, 2013</td> </tr> <tr> <td data-bbox="472 1371 1149 1465">Last Day for Applicants to submit name and email address of Applicant Representative</td> <td data-bbox="1149 1371 1490 1465">October 22, 2013</td> </tr> <tr> <td data-bbox="472 1465 1149 1528">Last Day for Applicants to register with Contact Person</td> <td data-bbox="1149 1465 1490 1528">October 22, 2013</td> </tr> <tr> <td data-bbox="472 1528 1149 1623">Last Day for Issuance of Addenda (Except Addenda related to Timetable changes)</td> <td data-bbox="1149 1528 1490 1623">October 22, 2013</td> </tr> <tr> <td data-bbox="472 1623 1149 1738">RFQ Submission Deadline</td> <td data-bbox="1149 1623 1490 1738">November 12, 2013 2:00:00 pm CST</td> </tr> <tr> <td data-bbox="472 1738 1149 1801">Approximate Date of Notification of Prequalified Parties</td> <td data-bbox="1149 1738 1490 1801">December 17, 2013</td> </tr> <tr> <td data-bbox="472 1801 1149 1864">Approximate Date of RFP Issuance</td> <td data-bbox="1149 1801 1490 1864">Mid-February, 2014</td> </tr> </tbody> </table>	Step in the Procurement Process	Date	Issue RFQ	September 24, 2013	Last Day to Notify City of Proposed Applicants' Meeting Attendees	October 4, 2013	Applicants' Meeting	October 9, 2013	Last Day for Applicants to submit RFIs	October 16, 2013	Last Day for Applicant to submit a "Team Member" request pursuant to Section 3.11(2)(a) and 7.11(2) of the RFQ	October 16, 2013	Last Day for Applicants to submit name and email address of Applicant Representative	October 22, 2013	Last Day for Applicants to register with Contact Person	October 22, 2013	Last Day for Issuance of Addenda (Except Addenda related to Timetable changes)	October 22, 2013	RFQ Submission Deadline	November 12, 2013 2:00:00 pm CST	Approximate Date of Notification of Prequalified Parties	December 17, 2013	Approximate Date of RFP Issuance	Mid-February, 2014
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RFQ SECTION REFERENCE AND TITLE	ITEM
<i>RFQ Section 2.3 Fairness Monitor</i>	<i>Fairness Monitor:</i> P1 Consulting
<i>RFQ Section 3.3(1) RFQ Submission Address</i>	<i>Submission Address:</i> City Manager's Office, 2 nd Floor, City Hall City of Saskatoon 222 - 3rd Avenue North Saskatoon, Saskatchewan S7K 0J5 Attention: Jill Cope, Project Manager, Civic Operations Centre Project Office Hours: 8:00 a.m. – 5:00 p.m CST
<i>RFQ Section 3.4 Contact Person</i>	<i>Contact Person and Contact Person coordinates:</i> Jill Cope Project Manager, Civic Operations Centre Project jill.cope@saskatoon.ca
<i>RFQ Section 3.5(1) Applicants Meeting</i>	The location of the Applicants' Meeting will be communicated to applicants via email from the Contact Person.
<i>RFQ Section 3.10(1)(b) Number of Bound Copies</i>	Number of bound copies of Technical Information Package: 12 Number of bound copies of Financial Information Package: 6
<i>RFQ Section 5.1(b) Evaluation Process</i>	<i>The following rules shall apply in the event of a tie</i> In the event of a tie in the final aggregate score of two or more Applicants, ranking shall be re-established based on, (i) the Applicants' scores for Technical Information; and (ii) if the Technical Information Scores are the same, on the Applicants' scores for the combination of "Applicant Team and Approach to Partnering", "Design Team-Asset Specific Expertise and Individual Qualifications" and "Construction Team – Asset Specific Expertise and Individual Qualifications".
<i>RFQ Section 5.2 Maximum Number of Prequalified Applicants</i>	<i>Maximum Number of Prequalified Parties:</i> Three

RFQ SECTION REFERENCE AND TITLE	ITEM																
<p><i>RFQ Section 6.1(2) Evaluation Categories</i></p>	<p>Weighting of Evaluation Criteria Categories: The weighting of the Evaluation Criteria Categories shall be as follows</p> <table border="1" data-bbox="467 415 1477 1018"> <thead> <tr> <th data-bbox="467 415 1286 478"><i>Evaluation Criteria Categories</i></th> <th data-bbox="1291 415 1477 478"><i>Points</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="467 485 1286 541">Financial Capacity</td> <td data-bbox="1291 485 1477 541">Pass/Fail</td> </tr> <tr> <td data-bbox="467 548 1286 604">Applicant Team and Approach to Partnering</td> <td data-bbox="1291 548 1477 604">20</td> </tr> <tr> <td data-bbox="467 611 1286 699">Design Team – Asset Specific Expertise and Individual Qualifications</td> <td data-bbox="1291 611 1477 699">20</td> </tr> <tr> <td data-bbox="467 705 1286 793">Construction Team – Asset Specific Expertise and Individual Qualifications</td> <td data-bbox="1291 705 1477 793">20</td> </tr> <tr> <td data-bbox="467 800 1286 888">Facilities Management Team – Asset Specific Expertise and Individual Qualifications</td> <td data-bbox="1291 800 1477 888">25</td> </tr> <tr> <td data-bbox="467 894 1286 951">Financing Approach and Experience</td> <td data-bbox="1291 894 1477 951">15</td> </tr> <tr> <td data-bbox="467 957 1286 1014">Total</td> <td data-bbox="1291 957 1477 1014">100</td> </tr> </tbody> </table>	<i>Evaluation Criteria Categories</i>	<i>Points</i>	Financial Capacity	Pass/Fail	Applicant Team and Approach to Partnering	20	Design Team – Asset Specific Expertise and Individual Qualifications	20	Construction Team – Asset Specific Expertise and Individual Qualifications	20	Facilities Management Team – Asset Specific Expertise and Individual Qualifications	25	Financing Approach and Experience	15	Total	100
<i>Evaluation Criteria Categories</i>	<i>Points</i>																
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Construction Team – Asset Specific Expertise and Individual Qualifications	20																
Facilities Management Team – Asset Specific Expertise and Individual Qualifications	25																
Financing Approach and Experience	15																
Total	100																
<p><i>RFQ Section 7.1(3)(i) Communications and Public Comment</i></p>	<p>Additional Persons not to be contacted by Applicants with respect to this RFQ: None.</p>																
<p><i>RFQ Section 7.11(1) Ineligible Persons</i></p>	<p>Ineligible Persons : Blake, Cassels & Graydon LLP Deloitte LLP Morrison Hershfield P1 Consulting Rebanks Pepper Littlewood Architects Inc. Turner & Townsend Cm2r Inc. Strategic Advisor Facilities Consultant Pinter & Associates Ltd.</p>																
<p><i>RFQ Section 7.16(2) Limitation on Liability</i></p>	<p>Limitation on liability: \$25,000</p>																

APPENDIX B TO THE RFQ -- PREQUALIFICATION SUBMISSION REQUIREMENTS**INSTRUCTIONS TO APPLICANTS****1. INTRODUCTION**

- (a) The Prequalification Submission requirements for the Technical Information Package and the Financial Information Package are set out in Table 1 (Technical Information) and Table 2 (Financial) in this Appendix B.
- (b) Each Applicant should prepare its Technical Information Package and its Financial Information Package by providing the information set out in Tables 1 and 2 in the order listed in the applicable Table and using the section references set out in the Tables.
- (c) Applicants are advised to submit their Prequalification Submissions in 11 point font, double-sided, and on 8.5"x11" page size. Page limits and other limits, if applicable, are indicated in the Table 1 and Table 2. Page limits and other limits are maximum limits and do not need to be reached for each item indicated, but should not be exceeded. Applicants are cautioned to review the RFQ in terms of the rules that apply if Applicants exceed page limits.
- (d) Where project examples or resumes of Key Individuals are required for a Team Member, the page number specified for such examples or resumes is a maximum number of pages. This maximum number of pages is a total number for the relevant Team Member, regardless of whether the Team Member is a joint venture or otherwise comprised of more than one Person.

2. GENERAL GUIDELINES AND INSTRUCTIONS WITH RESPECT TO THE PREQUALIFICATION SUBMISSION REQUIREMENTS

- (a) Each Applicant is reminded that the objective of its Prequalification Application is to assist the City in choosing the most qualified Applicants to be shorted-listed as Prequalified Parties. In this regard, Applicants should endeavor to demonstrate how the information provided (in response to this Appendix B) by the Applicant, its Team Members and Key Individuals is relevant to the particular challenges and opportunities of this Project.
- (b) In evaluating each Applicant's Prequalification Submission, the City intends to score more favourably Prequalification Submissions which demonstrate how the Applicant's particular approach is relevant to the particular challenges and opportunities of the Project.
- (c) In selecting which projects to submit as examples to demonstrate experience, Applicants are advised to submit experience in projects (for the Applicant, its Team Members and its Key Individuals) that are comparable to the Project. For the purposes of this RFQ Process, "comparable" experience is experience of a similar scale, size, complexity and scope to the Project that is the subject of this RFQ.
- (d) With respect to project experience presented by Applicants, Applicants shall clearly identify any limits on the scope of a project, or the work or services performed by the Applicant, a Team Member, or a Key Individual where such Team Member or Key Individual was not responsible for the entire project, work or services described.
- (e) As a general rule, the City intends to score the submitted project experience of Applicants more favourably if the project experience cited is for a project which,
 - (i) is advanced in terms of level of completeness or has been completed;
 - (ii) is recent (for example, completed within the past 5 years);
 - (iii) the applicable Applicant, Team Member or Key Individual played a significant role or had a significant level of involvement; and
 - (iv) is/was on time and on budget.
- (f) With respect to project experience requested in the Technical Submission Requirements, except where a narrative description is explicitly requested, Applicants are advised to submit project experience using the appropriate Project Experience Forms set out in Appendix D. Applicants shall complete one Project Experience Form for each reference to a project (even if the project is referred to more than once) and shall not cross-reference projects referred to in answers to previous sections. For example, if a project is referenced in an Applicant's response to Section 2.1 and the Applicant intends to use the same project in its response to Section 3.1, the Applicant shall complete a separate Project Experience Form for each of Section 2.1 and Section 3.1.
- (g) With respect to Key Individuals, Applicants are advised to submit information relating to Key Individuals using the forms set out in Appendix F.

- (h) For the purposes of Submission Requirements set out in Table 1 – Section 4 – Facilities Management, references to “full scope management” of buildings and facilities includes the following categories of services:
- (i) general management
 - (ii) plant maintenance and operations
 - (iii) lifecycle replacement and refurbishment
 - (iv) help desk;
 - (v) utilities management
 - (vi) environmental and sustainability;
 - (vii) emergency management;
 - (viii) janitorial;
 - (ix) roads and grounds maintenance;
 - (x) waste management and recycling;
 - (xi) pest control; and
 - (xii) security and surveillance.

[NOTE TO APPLICANTS: Applicants are strongly cautioned to carefully review the Instructions to Applicants for this Appendix B for important information and instructions regarding the form and content of the Applicant’s responses to the Prequalification Submission Requirements and to refer to RFQ Section 3.10 for submission instructions.]

TABLE 1 – TECHNICAL INFORMATION

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
1. APPLICANT TEAM			
1.1 <u>Applicant Team and Approach to Partnering</u>			
<p>1.1.1 Applicant team composition and structure:</p> <p>(a) Describe the Applicant’s proposed team structure, including a brief description of all Team Members, including identification of all relevant teams (design, construction, facility management and finance) and organizational structure;</p> <p>(b) Provide an organizational chart which includes the Project Development Prime Team Member(s), Design Prime Team Member(s), the Construction Prime Team Member(s), the FM Prime Team Member(s) and the Financing Prime Team Member(s); and</p> <p>(c) Describe allocation of roles and responsibilities among the Applicant’s proposed team.</p> <p>(d) Using the Form D-1 set out in Appendix D, provide three project examples showing the Project Development Prime Team Member’s development capability relevant to the nature and scope of the Project.</p> <p>(e) Using the form set out in Appendix F, provide detailed project information for at least three Project Development Prime Team Member Key Individuals, including overall experience and any specific experience relevant to the nature and scope of the Project (DBFM experience, project management experience, construction, etc.).</p>	5	<ul style="list-style-type: none"> ◦ Completeness of Applicant team; ◦ Capacity and capability; ◦ P3 experience; ◦ Feasibility of team structure; and ◦ Reasonability of role and responsibility allocations. 	12

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
<p>1.1.2 Applicant's approach to partnering:</p> <p>(a) Describe the interface arrangements between the Applicant's proposed Team Members, allocation of risk across the team, methodology for team management and mechanism for dispute resolution; and</p> <p>(b) Identify approach to communication and coordination among proposed Team Members and with the City.</p> <p>(c) Describe the essential elements of and approach of the Project Development Prime Team Member to developing a successful long-term partnership with the City including the extent to which the Project Development Prime Team Member's approach is based on past approaches, prior experiences, lessons learned and/or best practices and the relevance to the Project.</p> <p>(d) Describe the Project Development Prime Team Member's approach to ensuring suitable and effective integration of the Design Prime Team Member, Construction Prime Team Member and FM Prime Team Member functions. Describe interface between these Prime Team Members, including prior experiences and/or best practices.</p>	3	<ul style="list-style-type: none"> ◦ Viability and robustness of governance structure; ◦ Reasonability of risk allocation; ◦ Reasonability of approach to partnering and team integration; and ◦ Reasonability of approach to internal and external communication. 	5
<p>1.1.3 Previous experience working as a team:</p> <p>(a) Describe prior collaboration between proposed Team Members including identification of the project, roles and delivery model</p> <p>(b) Submit a matrix cross-referencing all Key Individuals submitted in response to the Submission Requirements set out in Table 1 – Technical Information against all projects referred to in response to the Submission Requirements set out in Table 1 – Technical Information.</p>	2	<ul style="list-style-type: none"> ◦ Extent of prior working experience; ◦ Relevance of project experience specific to Transit Facility and Snow Management Facility; and ◦ Experience using a P3 delivery model for a transit facility. 	3

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
2. DESIGN			
2.1 <u>Design Team – Asset Specific Expertise</u>			
2.1.1 Site, Infrastructure and Site Circulation			
<p>(a) Describe each Design Prime Team Member(s) past approach and philosophy to following aspects of phased site development (campus type), highlighting subject matter expertise and relevant knowledge for developing cost effective, practical, and sustainable solutions:</p> <ul style="list-style-type: none"> (i) site master plan; (ii) functional servicing; (iii) traffic flow, circulation and segregation of mixed vehicular traffic, including passenger, transit and fleet; (iv) land utilization efficiencies; (v) application of Crime Prevention Through Environmental Design practices; (vi) constructability for subsequent development; and (vii) sensitivity to context/neighbouring properties. 	2	<ul style="list-style-type: none"> • Site master planning and functional servicing for a mixed-use phased development; • Site circulation and user safety; • Resolution of site constraints, including existing services, easement and community issues. 	1
<p>(b) Using Form D-1 set out in Appendix D, submit two projects demonstrating each Design Prime Team Member(s) successful implementation of the approach described in section 2.1.1(a), identifying outcomes related to each of the following, as applicable:</p> <ul style="list-style-type: none"> (i) project name, location, date completed; (ii) project size (area), construction value (\$ CAN); (iii) Design Prime Team Member’s role in project execution; (iv) measurable benefits and value to the client; (v) key team member roles on project; and (vi) lessons learned; and (vii) client contact information. 	2 pages per project	<ul style="list-style-type: none"> • Relevance to the Project; • Scale and complexity of projects when compared to the Project; • Recentness; • Implementation of design approach; and • Extent of Team Member participation. 	2

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
2.1.2 Bus Transit Facility			
<p>(a) Describe each Design Prime Team Member(s) approach to the following aspects of bus transit facility development, highlighting subject matter expertise and relevant knowledge for developing cost effective, practical, and sustainable solutions:</p> <ul style="list-style-type: none"> (i) functional flow and de-bottlenecking for safety, operational efficiency and future expansion; (ii) strategies for fare box returns; (iii) strategies for bus maneuvering, staging and storage; (iv) strategies for quick service and wash; (v) strategies for maintenance; (vi) strategies for inventory and consumables; (vii) strategies for fuel (including compressed natural gas) and fluids storage and handling; (viii) strategies for sustainability, including LEED strategies; (ix) strategies for support space and staff amenities; (x) strategies for compliance with occupational health and safety requirements; (xi) strategies for mechanical and electrical servicing; and (xii) strategies for optimized energy performance. 	5	<ul style="list-style-type: none"> • Demonstration of a thorough understanding of key functional aspects and issues; • Integration of multi-disciplinary design solutions; and • Incorporating high performance building strategies. 	4

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
<p>(b) Using Form D-1 set out in Appendix D, submit a maximum of three projects demonstrating each Design Prime Team Member(s) successful implementation of approach presented in the narrative response to Section 2.1.2(a) above, identifying outcomes related to each aspect (where applicable) and value delivered to the client, including:</p> <ul style="list-style-type: none"> (i) project name, location, date completed; (ii) project size (area), construction value (\$ CAN); (iii) Design Prime Team Member's role in project execution; (iv) measurable benefits and value to the client; (v) key team member roles on project; (vi) lessons learned; and (vii) client contact information. 	<p>2 pages per project</p>	<ul style="list-style-type: none"> • Relevance to the Project; • Scale and complexity of projects when compared to the Project; • Recentness; • Implementation of design approach; and • Extent of Team Member participation. 	<p>6</p>
<p>2.1.3 Snow Management Facility</p>			
<p>(a) Describe the approach of the Design Prime Team Member(s), civil engineering Team Member and environmental consultant Team Member to the following aspects of snow management facility development, highlighting subject matter expertise and relevant knowledge for developing cost effective, practical, and sustainable solutions, including:</p> <ul style="list-style-type: none"> (i) functional flow and de-bottlenecking for safety, operational efficiency and future expansion; (ii) base construction techniques; (iii) snow pile and melt water management; (iv) drainage and effluent management; (v) salt and contaminant management; and (vi) environmental controls and monitoring. 	<p>5</p>	<ul style="list-style-type: none"> • Demonstration of a thorough understanding of key functional aspects and issues; • Integration of state-of-the-art traffic management controls, including automated access; and • Obtaining optimum snow storage capacity through high efficiency site design and use of snow piling equipment. 	<p>2</p>

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
<p>(b) Using Form D-1 set out in Appendix D, submit maximum of two projects (two per Design Prime Team Member, civil engineering Team Member, and environmental consultant Team Member) demonstrating the successful implementation by the Design Prime Team Member(s), civil engineering Team Member and environmental consultant Team Member of the approach presented in narrative set out in Section 2.1.3(a), identifying outcomes related to each aspect (where applicable) and value delivered to the client, including:</p> <ul style="list-style-type: none"> (i) project name, location, date completed; (ii) project size (area), construction value (\$ CAN); (iii) Design Prime Team Member's role in project execution; (iv) measurable benefits and value to the client; (v) key team member roles on project; (vi) lessons learned; and (vii) client contact information. 	<p>2 pages per project</p>	<ul style="list-style-type: none"> ◦ Relevance to the Project; ◦ Scale and complexity of projects when compared to the Project (examples can include dealing with snowfall amounts, temperature extremes, service area—urban, rural, airport, etc); ◦ Recentness; and ◦ Implementation of design approach. 	<p>2</p>
<p>2.2 <u>Design Team – Individual Qualifications</u></p>			
<p>2.2.1 Key Individual information:</p> <p>(a) Using Form F-1 set out in Appendix F, submit resume information for no more than three Key Individuals from each Design Prime Team Member identified in the organizational chart. Include relevant past project experience, P3 experience, roles and responsibilities for each Key Individual</p>	<p>1 page per Key Individual</p>	<ul style="list-style-type: none"> ◦ Proposed role on the Project; ◦ Relevance to the Project; ◦ Years of experience; ◦ Experience with the P3 delivery model; and ◦ Role and level of responsibility on projects referenced or submitted in response to Design Section. 	<p>3</p>

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
3. CONSTRUCTION			
3.1 <u>Construction Team</u>			
3.1.1 Construction - General			
(a) Describe the Construction Team’s approach to the following aspects of construction planning and execution, highlighting subject matter expertise and relevant knowledge for developing cost effective, practical, and sustainable solution, including: <ul style="list-style-type: none"> (i) project management; (ii) sub-trade management; (iii) scope, schedule and cost control; (iv) compliance with regulatory agencies; (v) experience in a multi-disciplinary construction environment; and (vi) quality assurance program. 	5	<ul style="list-style-type: none"> • Understanding of local codes, bylaws, regulations and standards; • Multi-disciplinary construction coordination; • Balancing life cycle and initial cost; • Staying within affordability limits; and • Risk management. 	4
(b) Submit a current Workers Compensation Board experience rate summary stating the Construction Prime Team Member’s current standing with the Saskatchewan Workers Compensation Board (or standing in the province of the base of operations of the Team).	1	<ul style="list-style-type: none"> • Discounted rate = 2 points • Industry rate = 1 point • Surcharge = 0 points 	2

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
3.1.2 Site, Infrastructure and Site Circulation			
<p>(a) Using Form D-1 set out in Appendix D, submit two projects demonstrating the Construction Team's successful implementation of approach presented in narrative in response to Section 3.1.1(a) above related to site development with circulation and infrastructure, identifying outcomes related to each aspect, if applicable, and value delivered to the client., including:</p> <ul style="list-style-type: none"> (i) project name, location, date completed; (ii) project size (area), construction value (\$ CAN); (iii) procurement model; (iv) measurable benefits and value to the client; (v) key team member roles on project; (vi) lessons learned; and (vii) client contact information. 	2 pages per project	<ul style="list-style-type: none"> • Relevance to the Project; • Scale and complexity of projects when compared to the Project; and • Recentness. 	2
3.1.3 Bus Transit Facility			
<p>(a) Using Form D-1 set out in Appendix D, submit two projects demonstrating successful implementation of approach presented in narrative in response to Section 3.1.1(a) above related to bus transit facilities from each Construction Prime Team Member. In each case identify outcomes related to each aspect, if applicable, and value delivered to the client, including:</p> <ul style="list-style-type: none"> (i) project name, location, date completed; (ii) project size (area), construction value (\$ CAN); (iii) procurement model; (iv) measurable benefits and value to the client; (v) key team member roles on project; (vi) lessons learned; and (vii) client contact information. 	2 pages per project	<ul style="list-style-type: none"> • Relevance to the Project; • Scale and complexity of projects when compared to the Project; • Recentness; • Multi-disciplinary construction coordination; • Listed projects common to team members; and • Innovation. 	7
3.1.4 Snow Management Facility			
<p>(a) Using Form D-1 set out in Appendix D, submit up to two projects demonstrating successful implementation of approach presented in narrative in response to Section 3.1.1(a) above related to snow</p>	2 pages per project	<ul style="list-style-type: none"> • Relevance to the Project; • Scale and complexity of projects when compared to 	1

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
<p>management facilities from each Construction Prime Team Member. In each case identify outcomes related to each aspect, if applicable, and value delivered to the client, including:</p> <ul style="list-style-type: none"> (i) project name, location, date completed; (ii) project size (area), construction value (\$ CAN); (iii) procurement model; (iv) measurable benefits and value to the client; (v) key team member roles on project; (vi) lessons learned; and (vii) client contact information. 		<p>the Project;</p> <ul style="list-style-type: none"> • Recentness; • Multi-disciplinary construction coordination; • Listed projects common to team members; and • Innovation. 	
<p>3.2 <u>Construction Team – Qualifications</u></p>			
<p>3.2.1 Key Individual information:</p> <p>(a) Using Form F-1 set out in Appendix F, submit resume information for no more than three Key Individuals from each Construction Prime Team Member identified in the organizational chart. Include relevant past project experience, P3 experience, roles and responsibilities for each individual</p>	<p>1 page per Key Individual</p>	<ul style="list-style-type: none"> • Proposed role on the Project; • Relevance to the Project; • Years of experience; • Experience with the P3 delivery model; and • Role and level of responsibility on projects referenced or submitted in response to the Construction Section. 	<p>4</p>
<p>4. FACILITIES MANAGEMENT</p>			
<p>4.1 <u>FM Team –Specific Expertise</u></p>			
<p>4.1.1 Facility Management Background</p>			
<p>(a) Describe each FM Prime Team Member(s) current portfolio, scope, client base, facility types, geography and staffing, including:</p> <ul style="list-style-type: none"> (i) scope of services (list service categories and percentage of portfolio that services are provided for; (ii) portfolio size (including number of facilities and square footage) – International / National / Provincial / Local (Saskatoon); (iii) staffing (management / admin / technical) – International / 	<p>1</p>	<ul style="list-style-type: none"> • Portfolio characteristics consistent with requirements of transit and snow management facilities; • Staffing resources available locally, provincially, and nationally; and • Scope consistent with requirements of the Project. 	<p>2</p>

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
National / Provincial / Local (Saskatoon); and (iv) portfolio type mix (i.e. office, retail, industrial, etc.).			
(b) Describe each FM Prime Team Member(s) current experience and approach to these key aspects of full scope management of buildings and facilities. Indicate specific documents, resources and processes that are currently in place and support local operations, including: <i>[NOTE TO APPLICANTS: See Instructions to Applicants in this Appendix B for a definition of "full scope management".]</i> (i) help desk services (24 hours); (ii) maintenance management system; (iii) quality assurance program; (iv) emergency management; (v) compliance management; (vi) procurement support; (vii) analysis and reporting; and (viii) environmental management.	3	<ul style="list-style-type: none"> ◦ Standard practices in place; ◦ Specifics provided to demonstrate that standard practices currently exist; and ◦ Corporate support available to local staff. 	3
(c) Describe each FM Prime Team Member(s) ability to serve a facility in Saskatoon and describe each FM Prime Team Member(s) plan to provide facilities management services within Saskatoon, including: (i) staffing (management, admin and technical); (ii) subcontractors; and (iii) emergency response 24 hours/day.	1	<ul style="list-style-type: none"> ◦ Ability to provide staffing resources locally or plan to provide capacity. 	2

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
4.1.2 Facility Management Experience			
<p>(a) Describe each FM Prime Team Member(s) experience with full scope management of facilities or buildings, specifically highlighting experience with a transit facility or with facilities that have similar characteristics, including:</p> <p>[NOTE TO APPLICANTS: See Instructions to Applicants in this Appendix B for a definition of “full scope management”.]</p> <ul style="list-style-type: none"> (i) twenty four hour operations; (ii) maintenance garage / industrial facilities; (iii) facilities with shifts; (iv) high availability (to support core business); and (v) performance contracts (service levels, key performance indicators, etc.). 	3	<ul style="list-style-type: none"> • Relevance to the Project; and • Demonstrates experience with characteristics of transit facility in the areas listed. 	4
<p>(b) Using Form D-2 set out in Appendix D, submit three facility management contracts/projects (current or past) that demonstrate experience and outcomes related to service delivery and value delivered to the client including:</p> <ul style="list-style-type: none"> (i) client, location(s), contract term; (ii) portfolio size (number of facilities, total square footage); (iii) scope of services; (iv) facility types; (v) nature of contract performance management (P3, key performance indicators, service level agreements, etc.); (vi) key team member roles; (vii) lessons learned; and (viii) client contact information. 	2 pages per project	<ul style="list-style-type: none"> • Relevance to the Project; • Scale and complexity of projects/contracts when compared to the Project; and • Recentness. 	3

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
4.1.3 Snow Operations Experience			
(a) Describe the FM Team's current experience operating a snow management facility including: <ul style="list-style-type: none"> (i) logistics/marshalling/pile sequencing; (ii) melt assistance; (iii) site monitoring/environmental management; and (iv) maintenance and management of site elements (pad, pond, drainage, etc). 	3	<ul style="list-style-type: none"> ◦ Relevancy to the Project; and ◦ Shows experience with operating a snow facility in the areas listed 	2
(b) Using a narrative description, describe up to two snow facility management projects managed by the FM Team that demonstrate experience and outcome related to service delivery and value delivered to the client including: <ul style="list-style-type: none"> (i) client, location(s), contract term; (ii) site size; (iii) scope of services and responsibilities; (iv) lessons learned; and (v) client contact information. 	1 page per project	<ul style="list-style-type: none"> ◦ Relevance to the Project; ◦ Scale and complexity of projects when compared to the Project; and ◦ Recentness. 	1
4.1.4 Lifecycle / Project Management			
(a) Describe each FM Prime Team Member(s) current experience and approach to capital lifecycle renewal plans and the delivery of related projects, including: <ul style="list-style-type: none"> (i) tools and approaches to developing and updating annual and multi-year capital plans; (ii) tools and approaches to manage projects; (iii) staff and resources dedicated to projects; and (iv) three specific large facility renewal project examples (i.e. chiller replacement, roof replacement, generator replacement, paving, underground services, etc.) 	2	<ul style="list-style-type: none"> ◦ Have resources and tools for lifecycle management; ◦ Demonstrated evidence; and ◦ Relevancy of examples to the Project. 	2

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
4.1.5 Energy Management			
(a) Describe each FM Prime Team Member(s) experience and capability to monitor, analyze and manage energy consumption, including: <ul style="list-style-type: none"> (i) resources for managing energy; (ii) tools and approaches to minimize consumption; and (iii) examples of energy management initiatives implemented in facilities with similar characteristics as the Project and the results of those initiatives. 	1	<ul style="list-style-type: none"> • Have resources and tools for energy management; • Demonstrated evidence; and • Relevancy of examples to the Project. 	2
4.2 <u>FM Team – Qualifications</u>			
4.2.1 Key Individual information: (a) Using Form F-1 set out in Appendix F, submit resume information for no more than three FM Team Key Individuals including relevant past project experience, roles and responsibilities.	1 page per Key Individual	<ul style="list-style-type: none"> • Proposed role on the Project; • Relevance to the Project; • Years of experience; and • Experience with the P3 delivery model. 	3
4.3 <u>Snow Operation Team – Qualifications</u>			
4.3.1 Key Individual information (a) Using Form F-1 set out in Appendix F, submit resume information for no more than three Key Individuals on the FM Team who will be involved in operations of the snow maintenance facility including relevant past project experience, roles and responsibilities	1 page per Key Individual	<ul style="list-style-type: none"> • Proposed role on the Project; • Relevance to the Project; • Years of experience; and • Experience with the P3 delivery model. 	1

[NOTE TO APPLICANTS: Applicants are strongly cautioned to carefully review the Instructions to Applicants for this Appendix B for important information and instructions regarding the form and content of the Applicant’s responses to the Prequalification Submission Requirements and to refer to RFQ Section 3.10 for submission instructions.]

TABLE 2 – FINANCIAL INFORMATION

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
1. FINANCIAL CAPACITY			
1.1 <u>Financial Capacity</u>			
<p>1.1.1 Except as otherwise indicated in this Section 1.1.1, for each Project Development Prime Team Member, Design Prime Team Member, Construction Prime Team Member, FM Prime Team Member and Financing Prime Team Member (“Financial Disclosure Entities”), submit the following:</p> <p>(a) audited financial statements and annual reports for each of the last three years;</p> <p>(b) interim financial statements for each quarter (or other interval for which interim statements are prepared) since the most recent year for which audited statements are provided;</p> <p>(c) details of any material off balance sheet financial arrangements currently in place;</p> <p>(d) bank references (or alternatively, in the case of the Financing Prime Team Member, alternative information that will fully satisfy the City of the financial capability of such Prime Team Member to lead and carry out the Applicant’s plan for financing the Project), which should be letters from the bank setting out the length of banking relationship, types and amounts of credit facilities and credit history with the bank;</p> <p>(e) credit rating information, if available;</p> <p>(f) details of any material events that may affect the entity’s financial standing since the last annual or interim financial statement provided;</p> <p>(g) details of any bankruptcy, insolvency, company creditor arrangement or other insolvency litigation in the last three financial years;</p> <p>(h) for the Construction Prime Team Member, bonding capacity and letters of reference from a bonding company; and</p>	N/A	<ul style="list-style-type: none"> • Company financial condition; • Trend in company financial condition; • Nature of off-balance sheet financial items; • Credit rating (if available); • Details of any material events that may affect the entity’s financial standing since the last annual or interim financial statements provided; • Details of any credit rating; and • Details of any bankruptcy, insolvency, company creditor arrangement, or other insolvency litigation in the last three fiscal years. List any other ongoing litigation. 	PASS/FAIL

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
(i) additional financial information, if any, that in the Applicant's view will demonstrate to the City that the Financial Disclosure Entities have sufficient financial standing, capacity and resources to carry out their respective roles on the Project.			
<p>1.1.2 With reference to the information provided in response to Section 1.1.1 of Table 2- Financial Information, briefly describe in the context of the entity's proposed role and project obligations</p> <p>(a) the capacity to fund the approximately \$20 million of equity required by the Project (e.g. discuss credit rating, net assets, liquid assets letters of commitment);</p> <p>(b) each Construction Prime Team Member(s) capacity to undertake its project obligations (e.g. discuss net and total asset size relative to Project scope, financial viability and ability to provide performance security, and describe support and/or guarantees from any other parties); and</p> <p>(c) each FM Prime Team Member's capacity to undertake its project obligations (e.g. discuss credit rating, financial viability and ability to provide performance security, and describe support and/or guarantees from any other parties).</p>	3 pages	<ul style="list-style-type: none"> • Company financial condition; • Demonstration of capacity to fund project; • Sources of finance clearly explained; • Details of performance security; and • Details of any guarantees. 	PASS/FAIL

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
2. FINANCING			
2.1 <u>Financing Approach</u>			
<p>2.1.1 Describe the Financing Team’s proposed approach for financing of the Project. The proposed approach should highlight anticipated Project-specific financing risks and challenges and describe how they will be mitigated. Provide the City with an understanding of the Applicant’s planned approach to the following:</p> <p>(a) management, organization, innovation, and coordination of the Financing Team;</p> <p>(b) anticipated financing structure and rationale;</p> <p>(c) sourcing the required equity funding, identify all anticipated equity capital funders (for example banks, insurance companies, pension funds, private equity funds, construction companies and facilities management providers) and their anticipated involvement (approximate in percentage terms);</p> <p>(d) the anticipated debt financiers (for example, banks, life insurance companies, pension funds) and their proposed involvement (approximate in percentage terms);</p> <p>(e) any specifically contemplated innovative approaches to financing of the Project;</p> <p>(f) any specifically contemplated alternatives to the Applicant’s financing plan;</p> <p>(g) obtaining of approvals and commitments for financing the Project; and</p> <p>(h) other areas/topics that, in the opinion of the Applicant, is important for the operations, maintenance, and renewal of the Project and with regard for a hybrid DBFOM/DBFM arrangement.</p>	<p>5 pages</p>	<ul style="list-style-type: none"> ◦ Logical organization of the Financing Team Members; ◦ Sources of equity specifically identified and explained; ◦ Presents an approach that examines a range of financing structures and financing sources to ensure best-value financing solution; ◦ Approach to obtaining approvals is comprehensive and reflects the equity sources named; ◦ Project-specific considerations that may influence financing structures or financing costs, such as City credit rating; ◦ Demonstrates flexibility and access to a range of financing sources should market conditions change; and ◦ Provides confidence in likelihood to achieving financial close. 	<p>3</p>

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
3. FINANCIAL EXPERIENCE			
3.1 <u>Financial Experience - Team</u>			
<p>3.1.1 For a maximum of three individuals per Financing Team Member, submit a completed Appendix E – Financing Team Member Experience Form for each Team Member of the Financing Team identified in the “Financial Capacity” section.</p> <p>It is recommended that Applicants describe their experience in the arranging of project financing for P3 or private projects of similar or larger magnitude.</p> <p>If other types of financing experience are provided in Prequalification Submission, it is recommended that their pertinence to the Project be explained.</p>	<p>Present in table format as indicated in Appendix E.</p> <p>Formatting guidance set out in the Instructions to Applicants does not apply to this section. Applicants may present table in any convenient format.</p>	<ul style="list-style-type: none"> • Relevance of project examples; • Complexity of project examples; and • Role of Team Members is similar on previous projects to their proposed role on the Project. 	8
3.2 <u>Financial Experience – Key Individuals</u>			
<p>3.2.1 Using Form F-1 set out in Appendix F, submit information for a maximum of three Key Individuals per Financing Team Member who will be the leads for each member of the Financing Team.</p> <p>It is recommended that members of the Financing Team describe their experience in the arranging of project financing for P3 or private projects of similar or larger magnitude.</p> <p>If other types of experience are provided in the Prequalification Submission, it is recommended that their pertinence to the Project be explained.</p>	<p>Present in table format as indicated in Appendix F.</p> <p>Formatting guidance set out in the Instructions to Applicants does not apply to this section. Applicants may present table in any convenient format.</p>	<ul style="list-style-type: none"> • Relevance of project examples; • Complexity of project examples; • Role of Key Individual is similar on previous projects to their proposed role on this project; and • Resource availability. 	4

Submission Requirements	Maximum Pages	Evaluation Criteria	Maximum Points
<p>3.2.2 Submit a completed Appendix F-2 – Proposed Replacement Key Individual Form to tell us about proposed back-up or replacements for each Key Individual listed in response to Section 3.2.1 (if appropriate).</p> <p>It is recommended that if other types of experience are provided in the Prequalification Submission that their pertinence to the Project be described.</p> <p>It is recommended that Applicants describe their experience in the arranging of project financing for P3 or private projects of similar or larger magnitude.</p>	<p>Present in table format as indicated in Appendix F-2.</p> <p>Formatting guidance set out in the Instructions to Applicants does not apply to this section. Applicants may present table in any convenient format.</p>	<ul style="list-style-type: none"> ◦ Relevance of project examples; ◦ Complexity of project examples; and ◦ Role of back-up is similar on previous projects to their proposed role on this project. 	<p>Included in Section 3.2.1.</p>
<p>3.2.3 It is recommended that resumes for Financing Team Key Individuals be provided as part of the response to this RFQ.</p>	<p>Maximum 2 pages per resume</p>	<ul style="list-style-type: none"> ◦ Key individual resumes to be provided; and ◦ Support evaluation in Section 3.2.1 and 3.2.2. 	<p>Included in Section 3.2.1.</p>

APPENDIX C TO THE RFQ – PREQUALIFICATION SUBMISSION FORMS

FORM C-1 – MASTER SUBMISSION FORM

Name of Applicant:

Name of Applicant Representative:

Address:

City / Province / Postal Code:

Applicant Representative Contact Name(s):

Title:

Telephone:

Fax:

Alternate Telephone:

E-mail:

The above named Applicant Representative hereby declares on its own behalf and, for clarity, on behalf of all Applicant Team Members that:

- (a) it has the power and authority to bind the Applicant for the purpose of the RFQ;
- (b) it acknowledges that all terms not otherwise defined herein shall have the meaning given to them in the RFQ;
- (c) the Applicant agrees to comply with and be bound by the requirements, terms and conditions contained in the RFQ Documents;
- (d) the Applicant acknowledges its obligations regarding Confidential Information contained in Section 7.12 of the RFQ and agrees to be, bound by such terms, irrespective of whether the Applicant, potential Team Members or Team Members submit a Prequalification Submission in the RFQ Process or are invited to submit or submit a proposal in the subsequent Request for Proposals process for the Project;
- (e) the information submitted in the Prequalification Submission or otherwise related to the RFQ Documents is accurate;
- (f) the information required by the RFQ Documents has been provided in the Prequalification Submission;
- (g) the Applicant recognizes that the information submitted will be treated as confidential and will be used only to establish list of Prequalified Parties based on the RFQ;
- (h) the Applicant agrees that the information submitted may be clarified, verified and investigated by the City and that pertinent information may be obtained and hereby consent to such clarification, verification and investigation;

- (j) the Applicant agrees that the City is not obliged, in any way whatsoever, to carry out further clarifications, verifications or investigations of any Prequalification Submission;
- (j) the Applicant understands that any omission or failure to substantially complete the Prequalification Submission or failure to substantially comply with a requirement included in the RFQ Documents may result in the Applicant being disqualified;
- (k) the Applicant understands that it must submit a substantially complete Prequalification Submission in accordance with the RFQ and a failure to do so may result in disqualification of the Applicant;
- (l) the Applicant understands that the RFQ is not an offer to enter into any contract of any kind whatsoever and is not intended to create a bidding contract (often referred to as "Contract A");
- (m) the Applicant understands that the RFQ does not constitute any offer of work by the City;
- (n) the Applicant represents and warrants to the City that the Applicant,
 - (i) has the sole and unrestricted right, title and interest or good and sufficient power, authority and right to use any intellectual property that the Applicant requires for performance of its obligations pursuant to this RFQ; and
 - (ii) will pay all applicable fees associated with the use of such intellectual property including any required licence fees and royalties;
- (o) the Applicant acknowledges Section 7.5(1)(a) of the RFQ and understands that the Applicant may be disqualified if the Applicant or any Team Member has been convicted of carrying out inappropriate bidding or procurement practices or engaging in unethical behaviour in relation to a public sector procurement process in Canada;
- (p) the Applicant confirms that the Applicant and each Team Member has conducted itself with integrity and propriety and has not engaged in any inappropriate bidding practices or unethical behaviour in the course of this RFQ Process, and there are no charges or investigations by a public body or convictions related to inappropriate bidding practices or unethical behaviour by the Applicant or any Team Member in relation to a public sector tender or procurement in any Canadian jurisdiction that:
 - (i) are related to the Project;
 - (ii) may compromise the reputation or integrity of the City so as to affect public confidence in the Project; or
 - (iii) would contravene any applicable law or could have a material adverse effect on the Applicant or any Team Member in a way which could impair the Applicant or any Team Member's ability to perform its obligations under the Project Agreement; and
- (q) this Form C-1 – Master Submission Form has not been modified in any manner, except to include the Applicant's required information.

In witness whereof, the Applicant Representative has executed this Form C-1 – Master Submission Form as of the date indicated below.

Date: _____

Applicant Representative

Per: _____

Name: _____

Title: _____

Per: _____

Name: _____

Title: _____

I/We have authority to bind the Applicant Representative and to bind the Applicant and each Applicant Team Member.

APPENDIX C TO THE RFQ – PREQUALIFICATION SUBMISSION FORMS

FORM C-2- CONSENT DECLARATION

Team Member Consent Declaration

I, _____, am an authorized officer or director of _____ (“Team Member”) and confirm for and on behalf of the Team Member and without any personal liability that:

- (a) the Team Member has read and understands the RFQ acknowledges that all terms not otherwise defined herein shall have the meaning given to them in the RFQ;
- (b) the Team Member agrees to be bound by the requirements of the RFQ;
- (c) the Team Member consents to its inclusion as a member of the Applicant;
- (d) the Team Member confirms that the Prequalification Submission accurately reflects the qualifications of the Team Member;
- (e) the Team Member consents to the City performing reference checks in accordance with the RFQ;
- (f) the Team Member understands and accepts the obligations imposed on it as a result of the Prequalification Submission; and
- (g) declares that this Form C-2 – Consent Declaration has not been modified in any manner, except to complete the required information.

In witness whereof, the Team Member has executed this Form C-2 – Consent Declaration as of the date indicated below.

Date _____

Team Member

Per:

Name:

Title:

Per: :

Name:

Title:

I/We have authority to bind the Team Member.

APPENDIX C TO THE RFQ – PREQUALIFICATION SUBMISSION FORMS

FORM C-3 - CONFLICT OF INTEREST, CONFIDENTIAL INFORMATION AND LITIGATION DECLARATION

[NOTE TO APPLICANTS: Notwithstanding the submission of this Declaration, Conflicts of Interest must be disclosed to the Contact Person as soon as one is discovered by the Applicant or an Applicant Team Member.]

This Form C-3 - Conflict Of Interest, Confidential Information and Litigation Declaration is delivered pursuant to the RFQ. All terms not otherwise defined herein have the meaning given to them in the RFQ.

Notwithstanding the existence of and/or submission of this Declaration, the Applicant hereby acknowledges RFQ Section 7.10 and the Applicant's obligation to continue to declare all Conflicts of Interest as soon as one is discovered and is under a continuing obligation to disclose all Conflicts of Interest that exist or may exist in the future.

The Applicant Representative hereby declares on behalf of the Applicant, the Team Members and the Key Individuals that:

1. There is not nor was there any actual or perceived Conflict of Interest or any other type of unfair advantage in our submitting the Prequalification Submission. True Not True

If the answer to the above statement is "Not True", attach, on a separate page, a list and explanation of situations, each of which may be a Conflict of Interest or an instance of unfair advantage, or which may appear as a potential Conflict of Interest or unfair advantage in the Applicant submitting the Prequalification Submission

2. We have no knowledge of or the ability to avail ourselves of Confidential Information (other than Confidential Information which may have been disclosed by the City to the Applicants in the normal course of the Request for Qualifications) that is or was relevant to the Project or the Request for Qualifications evaluation process. True Not True

If the answer to the above statement is "Not True", attach, on a separate page, a brief explanation.

3. Neither the Applicant, the Team Members, nor any Key Individual is the subject of any adverse ruling or conviction determined in the last 5 years involving fraud, fraudulent misrepresentation or professional misconduct. True Not True

If the answer to the above statement is "Not True", attach, on a separate page, a brief explanation.

4. Neither the Applicant, the Team Members nor any Key Individual are involved in any litigation that is currently ongoing, either directly or indirectly (e.g. through a related party) that:
- a) is against or involving the City; or True Not True
 - b) may materially adversely affect the Applicant's, the Team Member's or the Key Individual's ability to participate in the Project. True Not True

If the answer to any of the above statements is "Not True", attach, on a separate page, a brief explanation and include the following information: (1) plaintiff name; (2) defendant name; (3) year litigation initiated; (4) disputed amount (\$CAD); and (5) nature of dispute.

6. This Form C-3 - Conflict Of Interest, Confidential Information and Litigation Declaration has not been modified in any manner, except to complete the required information.

7. Full disclosure of the requirements set out in the RFQ has been made.

In witness whereof, the Applicant Representative has executed this Form C-3 - Conflict Of Interest, Confidential Information and Litigation Declaration as of the date indicated below.

Date: _____

Applicant Representative

Per:

Name:

Title:

Per:

Name:

Title:

I/We have authority to bind the Applicant Representative and to bind the Applicant and each Applicant Team Member.

APPENDIX D - PROJECT EXPERIENCE FORMS

FORM D-1 – DESIGN AND CONSTRUCTION PROJECT EXPERIENCE FORM

[NOTE TO APPLICANTS: Use this form for responses to the Submission Requirements set out in Sections 1, 2 and 3 of Table 1 – Technical Information of Appendix B.]

- a) Project name and Name of Client:
- b) Location (City, Province/State, Country):
- c) Date completed or status of project:
- d) Project Delivery Type/Procurement Model:
- e) Project Description including type of facility, size of project (area) and construction value (in Canadian dollars):
- f) Name of Team Member(s) (including Prime Team Member) involved in the project:
- g) Description of each Team Member(s) role on the project including role in project management and design and construction, as applicable:
- h) Prime Team Member's role in project execution:
- i) Project Schedule (original and actual, including a brief explanation of any variance between the two):
- j) Project Capital Cost (original and final, including a brief description of any variance between the two):
- k) Description of the measurable benefits to the client:
- l) Descriptions of lessons learned on the project:
- m) Description of any limitations on scope of the project or work or services performed by the Prime Team Member or any Team Member or Key Individual:
- n) Description of how the project is comparable to the Project that is the subject of this RFQ:
- o) Client contact information including client name, contact name, title, location, phone number and email address:
- p) Any further information that will assist in the evaluation of the Prequalification submission:

FORM D-2 – FACILITIES MANAGEMENT PROJECT/CONTRACT EXPERIENCE FORM

[NOTE TO APPLICANTS: Use this form ONLY for responses to the Submission Requirements set out in Section 4.1.2(b) of Table 1 – Technical Information of Appendix B.]

- a) Name of Client(s):
- b) Location(s) (City, Province/State, Country):
- c) Contract term (duration):
- d) Size of portfolio (number of facilities, total square footage):
- e) Types of facilities under management:
- f) Name of Team Member(s) (including Prime Team Member involved in the project/contract):
- g) Description of each Team Member(s) role on the project/contract:
- h) Description of the nature of contract performance (P3, key performance indicators, service level agreements, etc.):
- i) Descriptions of lessons learned on the project:
- j) Description of any limitations on scope of the project or work or services performed by the Prime Team Member or any Team Member or Key Individual:
- k) Description of how the project is comparable to the Project:
- l) Client contact information including client name, contact name, title, location, phone number and email address:
- m) Any further information that will assist in the evaluation of the Prequalification submission:

APPENDIX E – FINANCING TEAM MEMBER EXPERIENCE FORM

Past Project Name and Description	Client Reference, if applicable, (Client Name, Contact name, Phone number, E-mail)	Type and Amount of Financing Raised (include capital structure, any innovations or variations from the normal financing)	Date of Financial Close	Role of Team Member on Past Project	Pertinence of Past Project Experience to the Civic Operations Centre Project	Names of Financing Lead Team Members on Past Project
Projects within past five years:						
Other projects:						

APPENDIX F – KEY INDIVIDUALS FORMS

FORM F-1 – KEY INDIVIDUALS

Employing Team Member	
Key Individual's Role in Civic Operations Centre Project	
Key Individual Years of Experience	
Selected Past Project Name and Description (3 projects max. per Key Individual)	
Role of Key Individual on Past Project	
Pertinence of Past Project Experience to the Civic Operations Centre Project	
Past Project Capital Value and Overall Net Present Value with Associated Discount Rate OR Past Project Capital Value and Total Project Value with Term of Project in Years	
Project Client Reference (Client Name, Contact name, Phone, E-mail)	
Description of probability Key Individual will be available for the entire Project	

FORM F-2 - PROPOSED REPLACEMENT KEY INDIVIDUAL (FINANCING TEAM ONLY)

Proposed back-up or replacements for each Key Individual listed above (if appropriate)	
Employing Team Member	
Replacement Individual's Role in Civic Operations Centre Project	
Replacement Individual 's Years of Experience	
Selected Past Project Name, Description (3 projects max. per Replacement Individual)	
Role of Replacement Individual on Past Project	
Pertinence of Replacement Individual's Past Project Experience to the Civic Operations Centre Project	
Past Project Capital Value and Overall Net Present Value with Associated Discount Rate OR Past Project Capital Value and Total Project Value with Term of Project in Years	
Project Client Reference (Client Name, Contact name, Phone, E-mail)	
Key Individual being replaced	

APPENDIX G – REQUEST FOR INFORMATION FORM

To Be Completed By the Applicant	
Name of Applicant:	Date Submitted:
Address:	
Telephone:	
E-Mail:	
Do you want this request for information to be “commercially confidential” in accordance with Section 3.6(4) of the RFQ?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Request	
To Be Completed by the City of Saskatoon	
RFI #:	
Date of Response:	
Response	



Civic Operations Centre Background Information

The City of Saskatoon (the "City") will be building a new Civic Operations Centre ("COC"). The initial Phase One will be implemented utilizing a Public Private Partnership ("P3") procurement model, with a projected opening by 2016 (the "COC Project").

Phase One of the COC Project, with a construction cost estimate of approximately \$120 million, includes the following:

- design, construction, financing and maintenance of a new bus Transit Facility;
- design, construction, financing, maintenance and operation of a new Snow Management Facility; and,
- the relocation and decommissioning of selected equipment and materials from the current Transit site (Caswell Hill site).

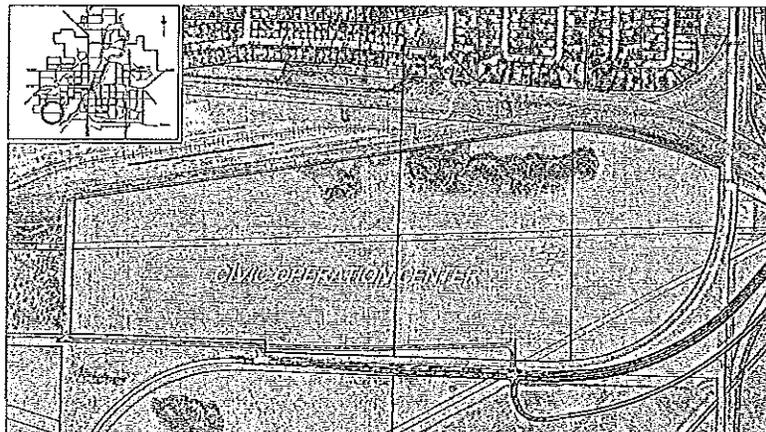
As part of a future Phase Two, the City intends to include other functional components within the COC. Phase Two is tentatively proposed to include construction of City Yards, a vehicle and equipment services facility, radio shop, impound yard, Fire Department training facilities, and Saskatoon Light & Power (the City's electrical utility) training facilities, mainly with the objective to promote cooperation and coordination between services, facilitating the sharing of resources, and improving operational efficiencies.

City Council has not yet approved proceeding with Phase Two and will not be in a position to determine whether the COC will be proceeding past Phase One until an appropriate funding source is determined. For clarity, Phase Two is not part of the COC Project and the scope of work for Phase Two is not incorporated into the P3 procurement Request for Qualifications issued for the COC Project ("RFQ").

Project Location

The City purchased a 180 acre parcel of land in late 2010 for the entire COC (the "COC Site"), including Phases One and Two. The proximity of the COC Site to the Circle Drive South roadway network makes the COC Site strategically well positioned for direct access to all areas of the city. The aerial view of the COC Site is shown in Figure 1.

Figure 1 – Aerial view of the COC Site



Transit Facility

Saskatoon Transit, owned and operated by the City, provides basic high quality bus service for all citizens and is expanding its service to attract people away from the automobile. Strong transit ridership reduces greenhouse gas emissions and is inherently a cost effective mode of transportation. Projected growth within the City, higher traffic volumes, and the City's desire for "greener" neighbourhood developments will increase the demand for transit services. Additional routes and buses will be required to meet this demand, however the current facilities have serious capacity constraints and there is no room for expansion.

Saskatoon Transit, with a staff of approximately 450 employees, currently conducts all of its operations out of four facilities that are decentralized throughout various parts of the city (mainly in the South Caswell Hill residential neighbourhood). A series of studies conducted by both City staff and external advisors have recommended that the transit facility be relocated. This is coupled with the City's desire to redevelop the Caswell Hill neighbourhood. The Caswell Hill Local Area Plan was completed in November 2001 by the City and included many recommendations that were adopted by City Council. The relocation of current Transit facilities was deemed as a critical step to realize this goal.

The design of the new Transit Facility will be required to comply with technical requirements to be specified by the City and provided to Proponents at the Request for Proposal ("RFP") stage of the COC Project. The design will be required to permit maximum operational efficiency, facilitate a safe healthy working environment and facilitate future expansion. In addition, the Transit Facility will be required to meet all applicable building codes and standards and is mandated to attain LEED Certification with an emphasis on energy efficiency and provision of natural light at occupied areas.

It is anticipated that the new Transit Facility will have a gross floor area of approximately 23,000 sq.m. (250,000 sq.ft.) and include:

- indoor bus storage for a fleet that presently stands at 162 buses (regular and articulated) and will grow to over two hundred as additional routes get added;
- fare collection, quick service, fueling, and wash lanes
- approximately 20 maintenance bays utilizing a combination of built-in hoists, mobile hoists and inspection pits for all aspects of bus fleet maintenance including:
 - engine repairs and overhauls;
 - electronics repairs;
 - interior cleaning and upholstery repair;
 - body shop with paint booth;
 - tire replacement program;
 - machine shop and welding both; and
 - and other specialized work areas;
- storage for equipment, parts and consumables;
- administrative offices, meeting rooms and training facilities;
- exterior bus staging areas
- parking for staff and visitors
- dispatch; and
- staff amenities.

Applicants are advised that:

- compressed natural gas (“CNG”) is not presently utilized in the current fleet, however, it will likely be required that the new facility be constructed to accommodate a CNG fleet and fueling in the future;
- transitioning/move management from the existing facility to the new facility is to be coordinated and implemented by the selected proponent; and
- the maintenance component of the P3 procurement involves the maintenance of the building, grounds, etc, and not the transit fleet.

Snow Management Facility

The City currently has snow storage sites in different areas of Saskatoon that operate during the winter season. City staff and private contractors bring collected snow to the sites. Each year, there are challenges with managing meltwater and securing locations, as well as dealing with the clean-up of debris (salt, sand, chemicals, detritus, etc), and managing the impact on nearby residents and businesses.

In 2001, Environment Canada released an assessment report stating that road salts are entering the environment in large amounts and are posing a risk to plants, birds, fish, lake and stream ecosystems and groundwater. Following the report, Environment Canada issued a “Code of Practice for the Environmental Management of Road Salts” (the “EC Code”), with the objective to ensure environmental protection while maintaining roadway safety. The EC Code made two main recommendations:

1. The development of salt management plans, based on a review of existing road maintenance operations, identification of means and goal-setting to achieve reductions of the negative impacts of salt releases; and
2. The implementation of best management practices in the areas of salt application, salt storage and snow disposal, as outlined in the *Transportation Association of Canada’s Syntheses of Best Practices*.

In accordance with the EC Code and consistent with Environment Canada’s stated objectives, the City developed a Salt Management Plan in 2005 (the “Salt Management Plan”). The Salt Management Plan set out a policy and procedural framework, proposing strategies to minimize the amount of salt entering into the environment, such as including best salt management practices and using new technologies to ensure most effective use of salt over the road system. The design and construction of a permanent snow management facility that is well engineered and monitored will enable the City to meet all these criteria and align its operation with the best practice of road salt management.

The design of the Snow Management Facility will be required to comply with technical requirements to be specified by the City and provided to Proponents at the RFP stage of the COC Project. The design will be required to permit proper containment, treatment and disposal of snow melt run-off and must enable reclamation and reuse of some of the sanding material spread to manage icy streets.

It is anticipated the new Snow Management Facility may include:

- design for snow volume of 1,000,000 cubic metres and stockpile up to 10 metres high;
- hard surface to facilitate site operation (movement of heavy trucks, drainage of meltwater), maintenance and cleaning;

- perimeter lighting to ensure safe operation during night hours;
- an on-site detention pond used to recycle and treat snow melt water;
- treatment mainly consisting of physical settling and/or assisted clarification;
- a meltwater collection channel that would convey the water to the pond, which would also provide capacity for summer rain fall events;
- a sampling manhole for meltwater quality monitoring;
- ground water monitoring wells to track the environmental impact of the operations on the surrounding groundwater and geology;
- circulation and staging area space for high volumes of City-owned and contracted, as well as privately-operated haulage vehicles; and
- operations, maintenance, rehabilitation of the site as per City standards.

Site, Infrastructure and Site Circulation

Since the COC Project may involve a campus-style layout for the Transit Facility and the Snow Management Facility, the scope will involve site planning, traffic flows, segregation of mixed vehicular traffic, and using the COC Site in the most efficient way possible. It will also have to be developed with an eye to Phase Two development (though not part of this scope, it needs to be planned for). There is also a sound berm that will need to be constructed to buffer the site from the existing residential neighbourhood to the north.

The COC Site is a greenfield that was used for agricultural purposes prior to purchase by the City. Recently the City has been utilizing the site as a temporary snow dump.

Site services will have to be extended a short distance from the COC Site. Two buried gas line easements bisect the property which will present a challenge when considering the master plan development of Phase One and Two of the COC.

Decommissioning of Caswell Hill Transit Site

After the City's existing transit operations are relocated from the South Caswell Hill area to the proposed COC Site, the City-owned land (approximately 5 acres) and buildings on the existing site will become vacant and may be considered for redevelopment by the City.

As part of the COC Project, select equipment and materials will be decommissioned by the successful proponent, as included work in Phase One. This work is envisioned to entail leaving the existing buildings in a safe and secure state. Demolition of structures and environmental remediation to this site is not envisioned to be the responsibility of the selected proponent.

Project Funding

In June 2011, the City submitted a funding application and business case for the Transit Facility and a permanent Snow Management Facility to PPP Canada. The business case recommended that the COC Project be procured by way of a P3. Utilizing a P3 procurement and development model will allow the City to achieve its objectives, while sharing risk and leveraging the capabilities of the private sector to most effectively deliver this type of infrastructure. The business case report is available on the City's website at the following link:

http://www.saskatoon.ca/DEPARTMENTS/City%20Managers%20Office/Documents/COC_%20PPP_Business_Case.pdf (or www.saskatoon.ca and look under "C" for Civic Operations Centre)

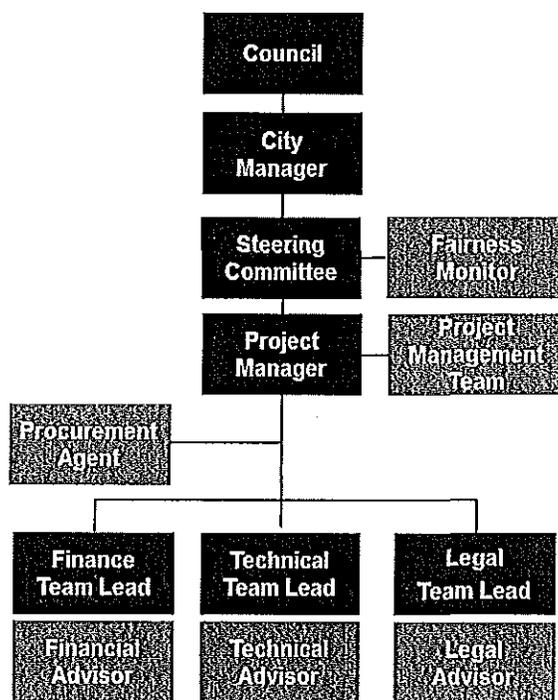
The business case recommended the Design Build Finance Maintain ("DBFM") model for the Transit Facility and that an operations component be added to the DBFM for the Snow

Management Facility so that it will proceed on the basis of a DBFOM, both over a 25-year term. The City has determined that the COC Project will proceed using these two models as recommended in the business case. City Council has approved the COC Project and has confirmed its funding commitment. The City will define an affordability threshold for the COC Project that shall be described in the RFP.

On January 22, 2013, PPP Canada formally announced the acceptance of the COC Project. The City will receive up to \$42.9 million in funding from PPP Canada for the COC Project.

Project Team and Advisors

The City's COC Project Team is led by Doug Drever and includes Jill Cope, Linda Andal, Rob Tomiyama, Walter Plessl, Luanne Sirota and Cindy Yelland. The chart below illustrates the project management structure:



To support the COC Project Team, the City has retained the following advisors for the COC Project:

- Blake, Cassels & Graydon LLP as Legal Advisor;
- Deloitte as Financial Advisor;
- Rebanks Pepper Littlewood Architects in association with Morrison Hershfield as Technical Advisor; and
- P1 Consulting as Fairness Monitor.

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Website Redesign Project – Request for Qualifications Evaluation Criteria

Criteria and Weighting	Definition
Understanding of the project requirements (15%)	Overall understanding of the project, and vision for how the proposal will meet the information needs of the citizens of Saskatoon as well as visitors.
Project methodology and technical approach (20%)	Provides a demonstrated methodology and innovative technical approach for the project.
Qualifications of company (20%)	<p>Demonstrated capacity, knowledge, and skill of the firm.</p> <p>Experience with responsive website design for access with mobile devices is essential. Expertise with functional and technical website design/implementation including requirements gathering processes, Content Management System (CMS) platform, infrastructure design, business process improvement, governance and maintenance processes.</p>
Qualifications of designated project manager (20%)	Demonstrated experience and skills in managing cost, time, and scope to achieve the project's objectives.
Qualifications of project personnel and relevant experience (15%)	<p>Appropriate balance of professional, technical, digital media strategy, senior and junior staff, including sub-consultants, should be included in the project team. Suitability, commitment, and availability of team members will be critical. Relevant experience on projects of similar size and complexity.</p> <p>Demonstrated experience of proposed team working together on similar projects.</p>
General quality of proposal, including grammar and technical merit (10%)	Overall presentation of the proposal is clear and easy to understand.

**Website Redesign Project RFP#13-0696
Part "B" Specifications**

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1. Introduction

1.1 Purpose of the Request for Proposal and Eligibility

The purpose of this Request for Proposal (RFP) is to invite up to five consultants previously selected through a Request for Qualifications (RFQ) process to prepare and submit competitive proposals. The proposals are for the creation of a digital strategy that supports the development of a new website, integrates mobile technology into the City's communication and interactions strategies, and encourages more interaction with the community.

2. RFP Terminology

2.1 Throughout this Request for Proposal, terminology is used as follows:

- "Agreement" means the written contract resulting from this Request for Proposal awarded to and/or executed by the City and the successful Proponent,
- "City" means the City of Saskatoon;
- "Consultant" means the successful Proponent to this Request for Proposal who enters into a written contract with the City;
- "Proponent" refers to those companies short-listed through the RFQ process and invited to respond to this RFP.
- "Lightweight business processes" refer to processes that are easy for non-IT-savvy end users, minimize designs from scratch, have highly reusable process templates and models, provide advanced guidance during the process design phase, and support non IT-savvy end users.
- "Microsite" refers to a small website that is associated with an organization's existing website, but may have a separate domain, navigation, design or content;
- "Steering Committee" means the temporary team set up to coordinate the Website Redesign Project as listed in the project Request For Qualifications document;
- "Proposal" means the submission by the Proponent in response to this RFP;
- "RFP" means Request for Proposal; and
- "Website accessibility" means that people with disabilities can perceive, understand, navigate, and interact with the website, and that they can contribute to the website. Website accessibility encompasses all disabilities that affect access to the website, including visual, auditory, physical, speech, cognitive, and neurological disabilities..

3. The Project

3.1 Scope of the Successful Proponent's Responsibility

This Request for Proposal contains a number of projects that the City wants to address in a comprehensive and cohesive manner. This request contains three major technical components and a financial component listed herein:

- Project Management;
- Community Engagement and Communications Strategy;
- Approach and Methodology; and
- Financial/Cost.

Adequately addressing these components will be critical to achieving success and Proponents are advised to allocate expertise and resources accordingly.

Project Management [Technical Component]

The City will be looking to the Consultant to propose the appropriate project management methods and activities to ensure a successful outcome of the Website Redesign Project:

Proponents must propose a full project management framework for the delivery of this project. This shall include an illustration of how the project elements and key project personnel will be coordinated.

Proponents shall outline, at a minimum, how they will approach the following components:

- Project Scope and Deliverables;
- Schedule, Milestones, Milestone Events, and Critical Path;
- Risk Management Plan;
- Quality Management Plan; and
- Project Management Personnel Roles and Responsibilities.

Proponents shall clearly demonstrate the strength and expertise of their proposed key personnel in managing a complex project of this scope.

Community Engagement and Communications [Technical Component]

The City will be looking to the Consultant to propose the appropriate community engagement and communications methods and activities to ensure a successful outcome of the Website Redesign Project.

Proponents shall also demonstrate how they will maintain ongoing communications between their team and the City's Project Manager.

A comprehensive Community Engagement and Communications Strategy is a key component for this project. The City would like to ensure that all elements of the Website Redesign Project are founded on the values communicated by our citizens through prior and ongoing consultation. The Website Redesign Project is as much of a communications project as it is a technical redevelopment project.

Proponents shall outline, at a minimum, how they will approach the following components:

- Community Engagement, and
- Communications Strategy.

Proponents shall clearly demonstrate the strength and expertise of their proposed key personnel in managing engagement and communications for a complex project of this scope.

Project Approach and Methodology [Technical Component]

The basic responsibilities of the Consultant are further outlined in Appendix B: Proposal Requirements, and are summarized as the following four principle areas:

- a) Advise on a broad digital strategy and how the Consultant proposes this integrates into the new website;
- b) Redesign of the current website;
- c) Implementation of a user-friendly Content Management System (CMS); and
- d) Advice on modular interactive applications.

Cost [Financial Component]

Proponents shall provide a detailed cost breakdown categorized by the four principles (as outlined in Appendix B) and identify the following, where applicable:

- Fees for the different team members and their roles [Project Management];
- Direct and in-direct costs such as travel [Project Management];
- Public Engagement, Marketing and Communications [Engagement and Communications]; and
- Technical infrastructure and software licensing [Technical].

3.2 Out of Scope

The following items do not need to be addressed directly through the project proposal, but the website redesign must take the following into account:

- a) Open Data Project – The Corporate Information Services Branch is directing the development of the open source cloud-based Open Data Catalogue Project.
- b) The Corporate Intranet is not considered part of this Website Redesign Project (e.g., SharePoint Team Sites, MySites, Infrastructure Services Intranet, etc.).
- c) Community engagement tool – a third party application has been contracted and is currently being implemented.

3.3 Deliverables

1) The following are expected as the project progresses:

- a) Development of a detailed project plan that includes task estimates, and dependencies for all expected tasks throughout the project;
- b) A digital strategy for moving forward to develop a future friendly website that can grow and change to meet community information needs;
- c) A website concept testing plan;
- d) A website visual design plan including:
 - i) development of wireframes and colour composite drafts;
 - ii) function flows;
 - iii) site map; and
 - iv) a plain language style guide.
- e) A website technical design plan that provides detail on the implementation of all anticipated components of the redesigned website include:
 - i) task estimates, and dependencies for all expected tasks in the construction phase of the project;
 - ii) an accurate presentation of the activities and associated costs to implement various stages of the project;
 - iii) a construction plan that is split among several “releases” and testing phases; and
 - iv) a strategy and separate costing for creating and maintaining microsites.

- f) A content conversion plan including an outline of:
 - i) existing website content to keep;
 - ii) existing website content to drop;
 - iii) new additional content to be developed and added; and
 - iv) conversion role expectations for both the Consultant and the City.
- g) A staff training plan for the new CMS;
- h) A website testing and public engagement plan and communications strategy;
- i) A website hosting (in house/third party/cloud), security and maintenance plan; and
- j) Advice on modular interactive applications.

3.4 Additional Services

The City wants the new website and associated applications designed to be future-friendly. They need to be flexible so that they are able to grow and change to meet the changing information needs of the community. In order to determine potential future additions, Proponents may include additional services in their proposal, but are not required to do so for successful submission.

PLEASE NOTE: No additional points will be awarded for proposals that include additional services, and any costs submitted will not form part of the cost evaluation process. The City may, at its sole discretion, further discuss and enter into an agreement with any Proponent for the provision of additional services whether or not the Proponent was the successful Proponent for the Website Redesign Project.

3.5 Agreement

The City and the successful Proponent(s) will enter into an Agreement for the provision of the Website Redesign Project which will set out the terms and conditions applicable to the Project.

This RFP does not commit the City in any way to award a contract. The City reserves the complete right to, at any time, reject all responses and to terminate the Competitive Selection Process established by this RFP and proceed with the project in any other manner as the City may decide in its discretion. The City also reserves the right to award this contract in full or in part to the highest scoring proponent, based on the determined suitability of the proposal elements.

The following are some of the key commercial terms that the City anticipates will be included in the Agreement:

Term: The term of the Agreement will be for approximately twelve (12) months commencing on the first day of provision of services. However, all agreed upon work must be completed before the term is deemed complete.

Payment: Payment will be a negotiated item and can be done monthly based on the provision of required reports and an invoice, or upon completion of key project milestones.

Insurance: Consultant to provide \$5 million commercial general liability insurance for the Term of the Agreement.

4. RFP Procurement Process

4.1 Estimated Timeline

The following is the City's updated estimated timeline for the project:

Activity	Timeline
RFP Issue Date	September 26, 2013
Optional Proponent's Meeting	October 4, 2013
RFP Closing Date	October 25, 2013
Recommendation of Successful Proponent	December 2, 2013, City Council meeting
Contract Negotiation	Third week of December, 2013
Project Start	First week of January 2014

This estimated timeline is subject to change at the sole discretion of the City.

4.2 Proponents' Meeting

A Proponents' Meeting is intended to provide potential proponents with an opportunity to ask questions, gather additional information, or express concerns related to the RFP.

The Proponents' Meeting is optional for potential proponents to attend. The intent of the meeting is to further explain, clarify, and identify areas of concern in the RFP.

The meeting is scheduled for **Friday, October 4, 2013**, at Saskatoon City Hall, (meeting room to be confirmed). Invited proponents can choose to attend the meeting in-person, or participate via telephone conference call. Each Proponent attending the meeting is allowed two representatives from their company.

Any questions regarding the RFP should be submitted by email to rob.gilhuly@saskatoon.ca by Wednesday, October 2, and will be answered by the City at the meeting. Additional questions may be entertained at the meeting; however, responses may be deferred and provided in writing at a later time.

Any issues arising that require clarification will be included in this RFP by way of Addendum to this RFP and circulated to all Proponents.

Minutes of the meeting will be taken and made available to all interested proponents, including those who were unable to attend the meeting.

Any statements made by the City, or any of their respective advisors or representatives at the Proponent's Meeting, shall not, and will not, be relied upon in any way by the Proponents, except as included by way of Addendum.

4.3 Inquiries

All inquiries and communications regarding any aspect of this **Part "B" Specifications** of the RFP should be directed to the rob.gilhuly@saskatoon.ca by email and the following applies to any inquiry:

- a) Responses to an inquiry will be in writing;
- b) All inquiries, and all responses to inquiries from the contact person will be recorded by the City;
- c) The City is not required to provide a response to any inquiry;
- d) A Proponent may request that a response to an Inquiry be kept confidential by clearly marking the Inquiry "Commercial in Confidence" if the Proponent considers the inquiry to be a matter of proprietary commercial interest;
- e) If the City decides that an inquiry marked "Commercial in Confidence", or the City's response to such an Inquiry, must be distributed to all Proponents, then the City will permit the inquirer to withdraw the inquiry rather than receive a response and if the Proponent does not withdraw the inquiry, then the City may provide its response to all Proponents;
- f) Notwithstanding Section 4.3(d) and 4.3(e):
 - a. If one or more other Proponents submits an inquiry on the same or similar topic to an inquiry previously submitted by another Proponent as "Commercial in Confidence", the City may provide a response to such inquiry to all Proponents; and
 - b. If the City determines there is any matter which should be brought to the attention of all Proponents, whether or not such matter was the subject of an inquiry, including an inquiry marked "Commercial in Confidence", the City may, in its discretion, distribute the inquiry, response or information with respect to such matter to all Proponents.

Information offered from sources other than the Project Manager with regard to this RFP is not official, may be inaccurate, and should not be relied on in any way, by any person for any purpose.

4.4 Addenda

The City may, in its absolute discretion through the Project Manager, amend this RFP at any time by issuing a written Addendum. Written Addenda are the only means of amending or clarifying this RFP, and no other form of communication whether written or oral, including written responses to inquiries as provided by Section 4.3, will be included in, or in any way amend this RFP. Only the Contact Person is authorized to amend or clarify this RFP by issuing an Addendum. No other employee or agent of the City is authorized to amend or clarify this RFP. The City will provide a copy of all Addenda to Proponents who have registered with Purchasing Services prior to the RFP closing date.

4.5 Provision of Information

The City does not make any representation as to the relevance, accuracy, or completeness of any of the information made available except as the City may advise with respect to a specific document.

This supplied information may be supplemented or updated from time to time. Although the City will attempt to notify Proponents of all updates, Proponents are solely responsible for ensuring they check with the contact person frequently for updates and to ensure the information used by the Proponents is the most current, updated information.

Each Proponent shall make its own examination, investigation and research regarding the proper method of doing the work, all conditions affecting the work to be done, the labour, equipment and materials, and the quantity of the work to be performed. The Proponent agrees that it has satisfied itself by the Proponent's own investigation and research regarding all such conditions, and that the Proponent's conclusion to submit a Proposal is based upon such investigation and research, and that Proponent shall make no claim against the City because of any of the estimates, statements or interpretations made by any officer or agent of the City which may prove to be in any respect erroneous.

5. Financial Requirements

5.1 Project Cost Estimates

Recommendation of the successful bidder and associated redesign costs will be presented to City Council for approval.

The Steering Committee will evaluate and select the highest scoring Proposal(s) in the manner set out in Appendices A and B.

Note: Budget cost estimates were based on an upgrade to the existing SharePoint solution. Approximately \$746,000 was allocated for project Consultant. Additional project resources were established for internal support services and equipment upgrades. Some of these additional resources may be available to apply towards server upgrades or third party/cloud hosting solutions.

The Steering Committee reserves the right to consider all Proposals even if they are above budget. If the highest scoring Proposal(s) costs more than the Capital Budget estimates, the results will be presented to City Council for a decision on whether or not to award the contract.

5.2 Fee Schedule

Provide a detailed cost breakdown categorized by the four Principle Areas (as outlined in Appendix B) (1. Advise on a broad digital strategy; 2. Redesign of the current website; 3. Implementation of a user-friendly CMS; and 4. Advice on modular interactive applications) that identifies the following, where applicable:

- Fees for the different team members and their roles [Project Management];
- Direct and in-direct costs such as travel [Project Management];
- Public Engagement, Marketing and Communications [Engagement and Communications]; and
- Technical infrastructure and software licensing [Technical].

Provide the total fee and disbursements for all deliverables in each of the Principle Areas that is the maximum price to be bid and contains all direct and indirect costs, excluding GST.

Please include separate pricing and strategy for creating and maintaining microsites.

6. Proposal Requirements

6.1 Proposal Submission Form

As a condition of participating in this RFP, each Proponent must complete, sign, and include with their Proposal, the Proponent Submission Form, in the form attached as Appendix D.

6.2 Format and Content

Proposals should be in the format of, and include the content described in Appendices A and B.

6.3 Proponents and Changes to Proponents Teams

This RFP has been issued only to those Proponents that were short-listed through the RFQ process. If for any reason a short-listed Proponent wishes or requires to make a change to its list of team members that were submitted in the RFQ stage (either by adding new members, deleting listed members, or substituting a new member for a listed member), then the short-listed Proponent must submit a written application, with such information as the City may require, to the City for approval, prior to the closing date of this RFP. The City, in its absolute discretion, may grant or refuse to grant permission for a change to the short-listed Proponent's team list, considering the City's objective of achieving a competitive selection process that is fair to all Proponents. Without limiting the above:

The City may refuse to permit a change to the membership of a short-listed Proponent's team if:

- a) The change would, in the City's judgement, result in a weaker team than the Proponent's team as listed in its qualification submission package to the RFQ; or
- b) The evaluation of the new team, using the evaluation criteria outlined in the Stage I RFQ, would rank the Proponent with its changed team lower than another Proponent that had not been short-listed.

The City's discretion to give approval for changes to a short-listed Proponent's team membership includes discretion to approve requests for changes to facilitate or permit changes in ownership or control of a Proponent or a team member.

7. Submission Instructions

7.1 Closing Time and Delivery Address

Proposals must be received at the delivery address before the closing time. Proposals received after the closing time will not be considered and will be returned unopened.

7.2 Number of Copies

A Proponent should submit Proposals as described in Appendix A - Proposal Guidelines and Evaluation. The electronic copies should be on CD or DVD, with a label on each CD or DVD describing its contents.

7.3 No Fax or Email Submissions

Proposals submitted by fax or email will not be accepted.

7.4 Language of Proposals

Proposals should be in English. Any portion of a Proposal not in English may not be evaluated.

7.5 Receipt of Complete RFP

Proponents are responsible to ensure that they have received the complete RFP, as listed in the table of contents of this RFP, plus any Addenda. A submitted Proposal will be deemed to have been prepared on the basis of the entire RFP issued prior to the closing time. The City accepts no responsibility for any Proponent lacking any portion of this RFP.

7.6 Electronic Communications

Proponents should not communicate with the contact person by fax. The contact person will not respond to any communications sent via fax. The following provisions will apply to any email communications with the contact person, or the delivery of documents to the contact person by email where such email communications or deliveries are permitted by the terms of this RFP.

The City does not assume any risk or responsibility or liability whatsoever to any Proponent:

- a) For ensuring that any electronic email system being operated for the City is in good working order, able to receive transmissions, or not engaged in receiving other transmissions such that a Proponent's transmission cannot be received; or
- b) If a permitted email communication or delivery is not received by the City or, or received in less than its entirety, within any time limit specified by this RFP; and
- c) All permitted email communications with, or delivery of documents by email to rob.gilhuly@saskatoon.ca will be deemed as having been received by the contact person on the dates and times indicated on the contact person's electronic equipment.

7.7 Inconsistency Between Paper and Electronic Form

If there is any inconsistency between the paper form of a document issued by or on behalf of the City to Proponents and the digital, electronic, or other computer readable form, the paper form of the document will prevail.

7.8 Amendments to Proposals

A Proponent may amend any aspect of its Proposal at any time prior to the closing time by delivering written notice, or written amendments, to the delivery address prior to the closing time.

7.9 Revisions Prior to the Closing Time

A Proponent may amend or withdraw its Proposal at any time prior to the closing time by delivering written notice to the contact person at the delivery address prior to the closing Time.

7.10 Validity of Proposals

By submitting a Proposal, each Proponent agrees that its Proposal, including all prices, will remain fixed and irrevocable from the closing time until midnight at the end of the 90th day following the closing time (the Proposal Validity Period).

7.11 Material Change after RFP Closing Time

A Proponent will give immediate notice to the City of any material change that occurs to a Proponent after the closing time, including a change to its membership or a change to financial capability.

8. Proposal Selection and Evaluation

8.1 Mandatory Requirements

The City will review Proposals on a preliminary basis to determine whether they comply with the mandatory requirements. Proposals which do not comply with the mandatory requirements will be rejected and not considered further in the evaluation process.

The City has determined that the following is a mandatory requirement:

- a) the submission must be received at the delivery address no later than the closing time.

The other requirements of this RFP, even if stated in mandatory terms, are not included in the mandatory requirements.

8.2 Evaluation Committee

The City will appoint a committee (Steering Committee) to evaluate Proposals and identify the Preferred Proponent(s). The Steering Committee may be assisted by other persons as the Steering Committee may decide it requires, including technical, financial, legal and other advisers or employees of the City.

Project Steering Committee Members include:

- Rob Gilhuly, Website Design Project Manager, Communications Branch, City Manager's Office
- Dr. Aaron Genest, Saskatoon Resident
- Dale Neufeld, Saskatoon Resident

- Carla Blumers, Communications Branch Manager, City Manager's Office
- Shellie Bryant, Deputy City Clerk/Administrative Services Manager, City Clerk's Office
- Karen Grant, Communications Consultant, Communications – Infrastructure Services Department
- Alysha Hille, Marketing Manager, Transit Services, Utility Services Department
- Carol Maier, Customer Service Delivery Coordinator, City of Saskatoon
- Arron Miller, Information Technology Consultant, Corporate Information Services Branch, Corporate Services Department
- Jennifer Pesenti, Marketing Manager, Community Services Department

8.3 Evaluation of Proposals

The Steering Committee will evaluate Proposals in the manner set out in Appendix A and may consider any criteria it considers relevant.

The Steering Committee may, in its sole and absolute discretion, but is not required to:

- a) Conduct reference checks relevant to the Project with any or all of the references cited in a Proposal, or with any other person not listed in a Proposal, to verify any and all information regarding a Proponent, including its directors, officers, and the key individual;
- b) Conduct any background investigations that it considers necessary in the course of the competitive selection process;
- c) Seek clarification or rectification of a Proposal or supplementary information from any or all Proponents;
- d) request interviews or presentations with all of the Proponents to clarify any questions or considerations based on the information included in Proposals during the evaluation process, with such interviews or presentations conducted in the discretion of the City, including the time, location, length, and agenda for such interviews or presentations; and
- e) the Steering Committee may in its sole and absolute discretion rely on and consider any information received as a result of such reference checks, background investigations, requests for clarification or supplementary information, and interviews/presentations in the evaluation of Proposals.

The Steering Committee may decide not to complete a detailed evaluation of a Proposal if the Steering Committee concludes having undertaken a preliminary review of the Proposal as compared to other Proposals, the Proponent of the Proposal is not in contention to be selected as the Preferred Proponent.

9. Selection of Preferred Proponent(s) and Contract Award

9.1 Selection and Award

If the City selects a Preferred Proponent(s), the City will invite the Preferred Proponent(s) to enter into discussions to settle all terms of the Agreement, based on the Preferred Proponent's Proposal, including any clarifications that the Preferred Proponent(s) may have provided during the evaluation of Proposals.

The City also reserves the right to negotiate changes to the Proposal.

- a) Negotiations will include a discussion of the Technical Proposal, the proposed methodology (work plan including community engagement and communications strategy), staffing and any suggestions made by the Consultant to improve the Terms of Reference.
- b) The City and the Consultant will then work out the final Terms of Reference, staffing, periods in the field and in the home office, staff-months, logistics, and reporting. The agreed work plan and the final Terms of Reference will then be incorporated in the "Description of Services" and form part of the contract. Special attention will be paid to getting the most the Consultant can offer within the available budget and to clearly defining the inputs required from the City to ensure satisfactory implementation of the assignment.

If for any reason the City determines that it is unlikely to reach final agreement with the Preferred Proponent(s), then the City may terminate the discussions with the Preferred Proponent(s) and proceed in any manner that the City may decide, in consideration of its own best interests, including:

- a) Terminating the procurement process entirely and proceeding with some or all of the project in some other manner, including using other contractors; or
- b) Inviting one of the other Proponents to enter into discussions to reach final agreement for completing the project.

9.2 Approval

Final approval of City Council will be a condition precedent to the final execution or commencement of the contract.

9.3 Ownership of Work

The successful Proponent acknowledges that the City will be the owner of all Work or product created under this contract. Upon completion of the contract, the Company must submit all files relating to the work or product, including digital files (code, graphics, images, etc.) and any physical material produced, to the City of Saskatoon upon demand. The City does not guarantee that the company will receive any or all

future contracts related to the work or product created by the company.

The Consultant will not claim any intellectual property rights in the work delivered to the City and the parties agree that the work, and any rights therein of every kind now or hereafter ascertained, together with all copyrights and renewal or extended copyrights of it, and all rights appertaining to it, will remain forever throughout the world the sole property of the City.

9.4 Waiver and Release of Moral Rights

The Consultant waives any moral rights to the work and assigns any rights under the *Copyright Act* to the City who will be considered the owner of the Work. The City will be allowed to print, publish, reproduce, copy, or alter the work in any manner required for the City's purposes.

9.5 Crediting and Portfolio

The Consultant waives any rights to be credited for the work created under this contract in any use or publication of the work by the City. In addition, if the Consultant subcontracts portions of the work or product, those subcontractors will agree to waive any rights to be credited for the work or product created under this contract. However, the Consultant may add the work to their portfolio and use the work to promote the Consultant.

9.6 Publication Rights

The Consultant further grants to the City the right to publish the work and assigns to the City all rights in and to the work, whether it be in the form of copy, artwork, plates, film, videotape, computer files, or other similar media and specifically waives any copyright or moral rights in the work. The Company also agrees that the City will be allowed to print, publish, reproduce, copy, or alter the Work in any manner required for the City's purposes.

9.7 Indemnity and Releases

The Consultant will be responsible for obtaining the appropriate releases for photographs, videos, etc., that it retains for the work, and will indemnify the City in relation to any claims in respect of the following: breach of copyright, breach of privacy, or injury or property damage. All documents and presentations prepared by the Consultant shall appropriately credit the work of others.

9.8 No Partial Compensation for Participation in this RFP

The City will not provide any compensation to Proponents for participating in this RFP competitive selection process.

9.9 Debriefs

The City will, following Contract Award, upon request from an unsuccessful Proponent, conduct a debriefing for that Proponent. In a debriefing, the City may discuss the relative strengths and weaknesses of that Proponent's Proposal, but the City will not disclose or discuss any confidential information of another Proponent.

10. Conflict of Interest and Relationship Disclosure

10.1 Reservation of Rights

The City reserves the right to disqualify any Proponent that in the City's opinion has a conflict of interest or an unfair advantage (including access to any confidential information not available to all Proponents), whether real, perceived, existing now or likely to arise in the future, or may permit the Proponent to continue and impose such conditions as the City may consider to be in the public interest or otherwise required by the City.

10.2 Conflict of Interest Declaration

Each Proponent should fully disclose all relationships they may have with the City or any other person providing advice or services to the City with respect to the project or any other matter that gives rise, or might give rise, to an unfair advantage:

- a) By submission of the completed Conflict of Interest Declaration (Appendix E) with its Proposal; and
- b) Thereafter during the competitive selection process by written notice addressed to the contact person promptly after becoming aware of any such relationship.

At the time of such disclosure, the Proponent will include sufficient information and documentation to demonstrate that appropriate measures have been, or will be, implemented to mitigate, minimize, or eliminate the actual, perceived, or potential conflict of interest or unfair advantage, as applicable. The Proponent will provide such additional information and documentation and implement such additional measures as the City may require in its discretion in connection with the City's consideration of the disclosed relationship and proposed measures.

11. RFP Terms and Conditions

11.1 No Obligation to Proceed

This RFP does not commit the City to select a Preferred Proponent (s) or enter into an Agreement and the City reserves the complete right to at any time reject all Proposals, or to otherwise terminate this RFP and the Competitive Selection Process and proceed with the project in some other manner.

11.2 No Contract

This RFP is not an agreement between the City and any Proponent nor is this RFP an offer or an agreement to purchase work, goods, or services. No contract of any kind for work, goods or services whatsoever is formed under, or arises from this RFP, or as a result of, or in connection with, the submission of a Proposal, unless the City and the Preferred Proponent(s) execute an Agreement, and then only to the extent expressly set out in the Agreement.

11.3 Confidentiality

All documents and other records in the custody of, or under the control of, the City are subject to *The Local Authority Freedom of Information and Protection of Privacy Act* (LAFOIP) and other applicable legislation. Except as expressly stated in this RFP, and subject to LAFOIP or other applicable legislation, all documents and other records submitted in response to this RFP will be considered confidential. The City will keep all documents and other records submitted in response to this RFP strictly confidential and will not disclose or allow any of its representatives to disclose, in any case whatsoever, in whole or in part, or use, or allow any of its representatives to use, directly or indirectly, any documents and other records submitted in response to this RFP, subject to the provisions of LAFOIP.

11.4 Cost of Preparing the Proposal

Subject to Section 9.2, each Proponent is solely responsible for all costs it incurs in the preparation of its Proposal, including all costs of providing information requested by the City, attending meetings, and conducting due diligence.

11.5 Reservation of Rights

The City reserves the right, in its discretion, to:

- a) Amend the scope of the Project, modify, cancel or suspend the competitive selection process at any time for any reason;
- b) Accept or reject any Proposal based on the Steering Committee's evaluation of the Proposals in accordance with Appendix A, and in particular the City is not obliged to select the Proposal with the lowest contract price;
- c) Waive a defect or irregularity in a Proposal and accept that Proposal;
- d) Reject, disqualify or not accept any or all Proposals without any obligation, compensation or reimbursement to any Proponent or any of its team members;
- e) Re-advertise for new Proposals, call for tenders, or enter into negotiations for this project or for work of a similar nature;

- f) Make any changes to the terms of the business opportunity described in this RFP;
- g) Negotiate any aspects of a Preferred Proponent's Proposal; and
- h) Extend, from time to time, any date, time period or deadline provided in this RFP, upon written notice to all Proponents who have registered with Purchasing Services.

11.6 No Collusion

Proponents will not discuss or communicate, directly or indirectly, with any other Proponent or any director, officer, employee, consultant, adviser, agent or representative of any other Proponent regarding the preparation, content or representation of their Proposals. Nothing in this section will prevent any interested party from talking to other interested parties for the purpose of forming a team to submit a Proposal to this RFP.

11.7 No Lobbying

Proponents, Proponent Team members and the key individual, and their respective directors, officers, employees, consultants, agents, advisers or any other representatives will not engage in any form of political or other lobbying whatsoever in relation to the project, this RFP, or the competitive selection process, including for the purpose of influencing the outcome of the competitive selection process. The use of the media for these purposes is also prohibited. Further, no such person (other than as expressly contemplated by this RFP) will attempt to communicate in relation to the project, this RFP, or the competitive selection process, directly or indirectly, with any representative of the City (including any member of the Council), or any employee of City, any Restricted Parties, or any director, officer, employee, agent, adviser, consultant or representative of any of the foregoing, or the media, as applicable, for any purpose whatsoever, including for purposes of:

- a) Commenting on or attempting to influence views on the merits of the Proponent's Proposal, or in relation to Proposals of other Proponents;
- b) Influencing, or attempting to influence, the evaluation, scoring and ranking of Proposals, the selection of the Preferred Proponent, or any negotiations with the Preferred Proponent;
- c) Promoting the Proponent or its interests in the project, including in preference to that of other Proponents; and
- d) Criticizing the Proposals of other Proponents.

In the event of any lobbying or communication in contravention of this Section, the City in its discretion may at any time, but will not be required to, reject any and all Proposals submitted by that Proponent without further consideration.

11.8 Ownership of Proposal

All Proposals submitted to the City become the property of the City and will be received and held in confidence by the City, subject to the provisions of LAFOIP and this RFP.

11.9 Limitation of Damages

Each Proponent on its own behalf and on behalf of the Proponent Team and any member of a Proponent Team:

- a) agrees not to bring any claim against the City or any of its employees, advisers or representatives for damages in excess of an amount equivalent to the reasonable costs incurred by the Proponent in preparing its Proposal for any matter in respect of this RFP or competitive selection process, including:
 - a) If the City accepts a non-compliant proposal or otherwise breaches (including breach of material terms) the terms of this RFP or the competitive selection process; or
 - b) If the project or Competitive Selection Process is modified, suspended or cancelled for any reason (including modification of the scope of the Project or modification of this RFP or both) or the City exercises any rights under this RFP; and
- b) Waives any and all Claims against the City or any of its employees, advisers or representatives for loss of anticipated profits or loss of opportunity if no agreement is made between the City and the Proponent for any reason, including:
 - a) If the City accepts a non-compliant proposal or otherwise breaches (including breach of material terms) the terms of this RFP or the Competitive Selection Process; or
 - b) If the project or competitive selection process is modified, suspended or cancelled for any reason (including modification of the scope of the project or modification of this RFP or both) or the City exercises any rights under this RFP.

12. Interpretation

12.1 Interpretation

In this RFP:

- a) The use of headings are for convenience only and are not to be used in the interpretation of this Agreement;
- b) A reference to a Section or Appendix, unless otherwise indicated, is a reference to a Section or Appendix to this RFP;
- c) Words imputing any gender include all genders, as the context requires, and words in the singular include the plural and vice versa;
- d) The word "including" when used in this RFP is not to be read as "limiting"; and
- e) Each Appendix attached to this RFP is an integral part of this RFP as if set out at length in the body of this RFP.

Appendix A: Proposal Guidelines and Evaluation

The Steering Committee will evaluate the Proposal submissions in accordance with this Appendix A.

A 1 Proposal Guidelines

Proposals should:

- a) Include all of the information requested in this Appendix A;
- b) Be submitted as follows:

Package	Content	Number of Copies
Package 1 (sealed envelope #1 includes Mandatory Requirements) Placed in corresponding envelope labeled "City of Saskatoon RFP #13-0696 – Website Redesign Project"	1. Transmittal (Cover) Letter 2. The portion of the Proposal Requirements described as the Technical Proposal Requirements in Appendix B. 3. Submission Form (see Appendix D) signed by the proponent 4. Conflict of Interest Declaration	Two (2) Eleven (11) bound copies and one electronic copy Two (2) Two (2)
Package 2 (sealed envelope #2 includes Financial Proposal Requirements)	Financial Submission Proponents must submit to the delivery address by the closing time the financial portion of the Proposal, which should be made up of the following: 1. the cover letter (and all attachments) to the Financial Submission as described at the beginning of the Financial Requirements section.	One unbound copy marked "Financial Proposal- Master", Eleven (11) bound copies and one electronic copy.

- c) Be returned to the delivery address in the appropriate envelopes as provided by the City of Saskatoon. A Proposal Package submitted in the wrong envelope (e.g. Technical Proposal submitted in the Financial Proposal envelope) may be rejected.

A2 Evaluation Process

A2.1 Evaluation By Steering Committee

Subject to the terms of this RFP, the evaluation will consider whether the Proposal substantially satisfies the requirements of this RFP, including the technical proposal requirements set out in Appendix B and demonstrates to the satisfaction of the City, that the Proponent is capable of performing and will perform the obligations and responsibilities of the Agreement and that the Proponent has a good understanding of the Project referenced in Section 1.1 and the Scope of the Consultant's Responsibility as referenced in Section 3.1.

Proposal submission packages will be evaluated based on a number of criteria outlined below and will be scored out of a total of 130 points.

The evaluation of all submissions will follow a two-stage process:

Stage 1 – Technical Proposal: Each proponent submission will be evaluated against its peers as follows:

Specific Criteria – based on specific elements of the Technical Project Proposal (120 points):

Factor	Maximum Points
<p>Project Management</p> <ul style="list-style-type: none"> • Project manager/management team (5 points) • Project team quality, structure, roles, responsibilities, time allocation (5 points) • Project scope and schedule (5 points) • Approach to risk management, quality management and project management communication (5 points) 	20
<p>Community Engagement and Communications Strategy</p> <ul style="list-style-type: none"> • Approach to community engagement activities (10 points) • Approach to marketing and communications (10 points) 	20
<p>Proposed Approach and Methodology to address the intents and components of each of the four principle areas:</p> <ul style="list-style-type: none"> • Advise on a broad digital strategy and how the Consultant proposes this integrates into the new website. (15 points) • Redesign of the current Website (30 points) • Implementation of a user-friendly CMS (25 points) • Advise on modular Interactive applications (10 points) 	80

Stage 2 – Financial Proposal: Refer to Section 5.1 and 5.2 for more information on Financial Requirements. Each Proponent Financial Submissions (Package 2) will be evaluated out of a total of 10 possible points, based on the following Reward Average Cost Method:

In this methodology, the average cost is awarded the maximum allowable points and the other proposals receive fewer points.

Example:

- Proposal 1 = \$400,000
- Proposal 2 = \$600,000
- Proposal 3 = \$800,000
- Proposal 4 = \$650,000
- Proposal 5 = \$750,000

Calculate the average cost proposal value as follows:

$$(400,000 + 600,000 + 800,000 + 650,000 + 750,000)/5 = \$640,000$$

Then determine the range for point values. In this case, the following formula was used (note that the range includes values both below and above the average):

- Within 10% of average = full 10 points
- Greater than 10%, but less than 20% = 8 points
- Greater than 20%, but less than 30% = 6 points
- Greater than 30% from average cost proposal = no points awarded

Calculate ranges:

- 10% range = 576,000 to 704,000
- 20% range = 512,000 to 575,999 and 704,001 to 768,000
- 30% range = 448,000 to 511,999 and 768,001 to 832,000

Finally, determine points based on calculated range values:

- Proposal 1 = \$400,000, greater than 30% below average: no points
- Proposal 2 = \$600,000 within 10% range: 10 points
- Proposal 3 = \$800,000 within 20% to 30%: 6 points
- Proposal 4 = \$650,000 within 10% range: 10 points
- Proposal 5 = \$750,000 within 10% to 20% range: 8 points

Note: Financial calculation will be based on the grand total cost of the submission and will exclude GST, separate costing for development of microsites, and any additional services that are available outside of the base requirements listed in Appendix B.

A2.2 Financial Submission

Proposals will be examined to determine whether the Financial Submission substantially satisfies the requirements of this RFP including the requirements set out in Appendix B.

A2.3 Disqualification of Proposals

Without limitation, the City may, in its sole discretion, disqualify a Proposal if:

- a) Background investigations reveal any criminal affiliations or activities by the Proponent or a member of the Proponent Team and such affiliations or activities would, in the sole opinion of the City, interfere with the integrity of the competitive selection process; or
- b) It includes a false or misleading statement, claim, or information; or
- c) An unbalanced bid price has been submitted.

Proponents and Project Teams may be required to undertake a criminal records check in order to participate in the project.

Appendix B: Technical Proposal Requirements

B1 Technical Proposal Requirements (Package 1)

Proponents must include:

- a) Project Management - A detailed description of the approach to address each of the Principle Areas in this section; and
- b) Community Engagement and Communications Strategy – a detailed description of the approach to address each of the Principle Areas in this section.

Note: An overall project timeline must also be included.

- c) Approach and Methodology (based on the 4 principle areas):

Principle	Information Requested
<p>1. Advise on a broad digital strategy and how the Consultant proposes this integrates into the new website</p>	<p>Realizing that a new and improved website is not the only answer to moving Saskatoon closer to being a digitally connected city, the Steering Committee would like to receive advice on developing a broad digital strategy that covers a three to five year timeline, and includes a resource plan for implementation.</p> <p>The digital strategy should outline key initiatives that will be necessary for the City of Saskatoon to provide continuous improvement in online customer service and increased digital participation from citizens.</p> <p>The resource plan should include a description of the ongoing support for day-to-day management of the website and its long-term sustainability (e.g. webmaster, etc.)</p> <p>The resource plan should also describe who should be involved in guiding the implementation of a digital strategy and future revisions and changes to digital strategy for the Corporation.</p>
<p>2. Redesign of the current Website</p>	<ul style="list-style-type: none"> a) We expect the consultant to use analytics/research internally and externally to determine the requirements for the website, and define implementation priorities for phased delivery. b) The proposal must include opportunities for presentations to the Leadership Team and City Council. c) The proposal must include community (City Council, stakeholders, special interest groups, and the general public) and staff engagement during website development and system testing.

Principle	Information Requested
	<p>Proposals must include a plan for modular working builds and releases of alpha and beta versions for public feedback. This would allow a much more informed design process including user feedback at every stage.</p> <ul style="list-style-type: none"> d) The new website should provide more opportunities for interaction between the community and the City. e) The website design must be fluid and work well on all major devices (mobile, tablets, desktops, smart tvs). f) The information architecture must be reorganized to make it a more user-centered and information-based structure. g) A strategy must be developed that makes it easier for users to search and find information they are looking for on the website. h) Accessibility features must be greatly improved on the website to ensure a broad majority of residents are able to access information. <p>We are very concerned with the accessibility of our website, and as a Corporation we are committed to constantly improving accessibility throughout our operations.</p> <p>As with any other current technology, accessibility on the web is a moving target, changing every year. We want to do our best to make sure our site is accessible, and try to continually improve troublesome areas. As more accessible websites and software become available, people with disabilities are able to use and contribute to the web more effectively.</p> <p>Currently, a number of website development products create accessibility barriers that make it difficult or impossible for many people with disabilities to use the web. Proponents are asked to use technologies that meet the Authoring Tool Accessibility Guidelines (ATAG) 2.0 where possible. The new website should not use technologies (e.g. Flash) that creates barriers to accessibility.</p> <p>The new website should be designed using semantic HTML markup to reinforce the semantics, or meaning, of the information in webpages rather than merely to</p>

Principle	Information Requested
	<p>define its presentation or look.</p> <p>i) A strategy must be included that addresses alternative techniques for creating and maintaining microsites (e.g., Transit Services, Forestry Farm Park and Zoo, Saskatoon Light and Power, etc.) and must include associated costs. The strategy should be designed in such a way that it is a template for the design of future microsites.</p> <p>The Proposal must include separate costing for the development of a microsite for Saskatoon Transit (see Appendix C: Saskatoon Transit Microsite Requirements).</p> <p>j) The Proponent should ensure that the public face of the website is functional yet aesthetically pleasing. This is an opportunity to convey the City as a brand, one that captures the essence of life in Saskatoon and the region.</p> <p>k) The new website and associated applications need to be designed to be future-friendly and scalable. They need to be flexible so that they are able to grow and change to meet the changing information needs of the community.</p> <p>This specification is intended to provide for the supply of a system that can be expanded to incorporate new features and functionalities as they become available, or to link to other systems to create a more powerful whole.</p> <p>Proponents are required to describe in their proposal how their proposed system and solution satisfies the City's requirement to implement a system that can evolve over time to meet new needs.</p> <p>l) The proposal must also include lightweight business processes required to maintain the website on an ongoing basis.</p> <p>m) The proposal must include a mechanism for editable permissions for users and groups to provide and restrict access to editing and viewing information.</p> <p>n) Provide a strategy for protecting, monitoring, auditing, reporting, and recovery from various threat vectors.</p>

Principle	Information Requested
<p>3. Implementation of a user-friendly CMS</p>	<p>a) The City is looking to implement a CMS that is easy-to-use and has the ability to make content changes live on the website without a lengthy approval process.</p> <p>CMS features must include, but are not limited to the following: a secure and responsive application, an easy to use WYSIWYG editor, CSS-based styling with a custom site design, multilingual support, the ability to share resources among pages, control publication and expiry of pages, ability to copy and paste from multiple sources, ability to upload multiple resources, time zone support, secure email support, an integrated menu management system, and a community events calendar system.</p> <p>b) The proposal must include recommendation for a reasonable governance process based on experience gained from other similar projects.</p> <p>c) The proposal must include a strategy for migration of existing content to a new user-friendly CMS, and design and implement new features based on the identified requirements. This strategy should include:</p> <ul style="list-style-type: none"> I. an outline of who should be involved in content migration; II. recommendations on what existing content should be brought forward; III. recommendations on what existing content can be deleted, and IV. development of a plain language style guide for use by content creators. <p>d) The proposal must also include a training plan to provide City employees with the information and skills needed to operate, maintain, and support the system.</p> <ul style="list-style-type: none"> I. Describe the application and technical training provided for the technical and business support staff. II. Provide learning objectives for this training, estimated length of training, and type of training.

Principle	Information Requested
	<p>III. If a "Train the Trainer" approach is used, the Proponent should thoroughly train the trainers to a level where they can train other staff.</p> <p>e) The proposal must also include a detailed hosting (in-house/third party/cloud) and maintenance plan based on the proposed solution.</p>
<p>4. Advise on Modular Interactive Applications</p>	<p>a) The City would like to expand current eService offerings to augment and improve upon the current offerings.</p> <p>Where it is determined that existing eServices should be integrated using their current platform(s), the Proponent will integrate those applications into the new website such that future upgrades of the eServices on those underlying platforms will be compatible, and supported by the vendors involved.</p> <p>b) The City is looking for "plug and play" pieces - that will allow them to share more information and allow citizens to interact and provide data into the system.</p> <p>This could include identifying:</p> <ul style="list-style-type: none"> I. what types of applications the City should continue or consider building, and II. what types of applications could be left for the development community to develop to support the City. <p>c) Appendix F includes a list of existing customer-facing and internal applications. Even if a particular functionality is currently available in some form in the City website or internal Portal, that functionality may need to be upgraded or deployed differently in the new website.</p>

REMINDER: Refer to Sections 5.1 and 5.2 for information on the Financial Requirements.

B2 Evaluation Criteria Summary

Evaluation Criteria		Maximum Available Points
Project Management	A detailed description of the project management approach to address each of the Principle Areas in Appendix B: Proposal Requirements	20 points
Engagement and Communications	A detailed description of the engagement and communication strategy to address each of the Principle Areas in Appendix B: Proposal Requirements	20 points
Approach and Methodology	Advise on a broad digital strategy and how the Consultant proposes this integrates into the new website.	15 points
	Redesign of the current website.	30 points
	Implementation of a user-friendly CMS.	25 points
	Advise on Modular Interactive Applications.	10 points
	Technical Submission Sub-Total	120 points
Financial	Financial Submission (Package 2)	10 points
	Combined Total Maximum Available Points	130 points

Scoring shall be awarded on a scale of 0 to 1.0, where the range is defined as follows:

Quality of Response	Multiply the Points Available by this Factor
EXCELLENT - Clearly exceptional and exceeds the requirements	0.9 or 1
GOOD - Fully meets all of the requirements	0.7 or 0.8
SATISFACTORY - A sound response; meets most of the requirements	0.6
MARGINAL - Acceptable at a minimum level; barely meets the basic requirements	0.4 or 0.5
POOR - Lacking in critical areas; falls short of meeting basic requirements	0.3
VERY POOR - Does not address our needs; only minimally addresses some requirements	0.1 or 0.2
UNACCEPTABLE - Does not satisfy the requirements in any manner or the information is missing altogether	0

Appendix C: Microsite Proposal Requirements

Saskatoon Transit Microsite Requirements

Saskatoon Transit is a unique business which sits within the City of Saskatoon with a distinctive and separate service not offered by any other City of Saskatoon Branch. As such, a different branding and visual identity has been developed for the Saskatoon Transit organization. With this unique offering, Saskatoon Transit has a specific set of needs, generally not shared with the rest of the organization.

Studies conducted by the Transit Branch have recommended that a separate website be considered as part of this development, in keeping with these distinctive needs and transit industry standard.

In keeping with industry standard, Saskatoon Transit will be implementing a GPS system, where buses can be tracked online, and trip planning is integrated with a buses current position. These elements will be implemented by Saskatoon Transit's system provider and are not required as part of a website development. Website functions which will be supplied by the transit system provider include (but are not limited to):

- Trip planning
- Trip mapping
- Online bus mapping
- Online bus GPS tracking

While these elements will not be required by the vendor to install, they must be taken into consideration and successfully integrated into the microsite. With the system design, these functions run independently of the main website, detailed information on these elements can be provided on request.

Goals for the Microsite are listed on the following page.

Principle	Information Requested
1. Advise on a broad digital strategy and how the Consultant proposes this integrates into the new website	a) All information listed in the Information Requirements in Appendix B applies to this Transit microsite.
2. Redesign of the current Saskatoon Transit website	<p>a) All information listed in the Information Requirements in Appendix B applies to this Transit microsite.</p> <p>b) The new website should be (but not be limited to):</p> <ul style="list-style-type: none"> I. easy to use and customer friendly with a separate domain and identity from the City of Saskatoon; II. clearly linked back to the main City of Saskatoon website; III. information centric, with trip planning and associated tools as a large focus; IV. incorporate social media tools; V. incorporate current or future implemented transit technology; VI. have the provision for online card registration and reloading of tickets and monthly passes (a feature being implemented into the current website); VII. have the ability to integrate alerts for items such as route detours, routes running off schedule or general important customer announcements; and VIII. take into consideration the City's Open Data project, in relation to Transit.
3. Implementation of a user-friendly CMS	<p>a) All information listed in the Information Requirements in Appendix B applies to this Transit microsite.</p> <p>b) Provide learning objectives for training, estimated length of training, and type of training. If a "train the trainer" approach is used, the Proponent should thoroughly train the trainers to a level where they can train other staff.</p>

Examples of websites with similar look, feel and functionality we are looking for:

Transit Organization	Web Address	Desirable Elements
Grand River Transit	http://www.grt.ca/en/index.asp	Information is well organized, clean layout, notices are easily displayed and popular functions are easily accessible from the home page.
OC Transpo	http://www.octranspo1.com/	Clean and aesthetically pleasing layout and popular functions are easily accessible from the home page. Live updates for routes running detours or behind schedule is an excellent feature.
Translink	http://www.translink.ca/	Clean and fresh design, most used customer functions are accessible from the front page. Public messages are easily seen via the large rotating image display on the front page.
Société de transport de Montréal	http://www.stm.info/English/a-somm.htm	Bright design with little clutter, all information is easily accessible from the front page.
New York MTA	http://new.mta.info/	Service status easily displayed on the front page is an excellent feature.
Chicago Transit Authority	http://www.transitchicago.com/	System status display, how to guides, app centre, quick links and revolving message board. Aesthetically pleasing design.
Massachusetts Bay Transportation Authority	http://www.mbta.com/	Service alerts and rider tools easily accessible by the site visitor. News section and easily displayed accessibility information are desirable. Great clean design.
Bay Area Rapid Transit	http://www.bart.gov/	"New to BART...start here" section, News section and social media links are nicely displayed.
Washington Metropolitan Area Transit Authority	http://www.wmata.com/	Metro alerts, nice display of commonly used functions.

Appendix D: Proponent Submission Form

(To be submitted by the Authorized Representative of the Proponent)

REQUEST FOR PROPOSALS
Closing Time: 2:00 p.m. (CST), October 25, 2013

In consideration of the City's agreement to allow the undersigned (Proponent) to participate in the Request for Proposal (RFP), issued {date goes here}, the Proponent hereby agrees that:

1. Understanding of Proposal Call Process

The Proponent acknowledges and agrees:

- a) This is not a tender process. An RFP has been issued seeking Proposals from Proponents. The Preferred Proponent will be selected based on a number of mandatory and non-mandatory criteria detailed in the RFP;
- b) The proposal call process will include opportunities to discuss aspects of the Proponent's proposal with project management representatives that are either employed, or appointed, by the City;
- c) That it will commit to providing a Proposal which includes the full scope of services required for this project as indicated in the RFP; and
- d) That it will comply with the procedures and process detailed in the RFP.

2. Limitation of Damages

The Proponent:

- a) Agrees not to bring any Claim against the City or any of its employees, advisers or representatives for damages in excess of an amount equivalent to the reasonable costs incurred by the Proponent in preparing its Proposal for any matter in respect of this RFP or competitive selection process, including:
 - a. if the City accepts a non-compliant proposal or otherwise breaches (including breach of material terms) the terms of this RFP or the competitive selection process; or
 - b. if the Project or Competitive Selection Process is modified, suspended, or cancelled for any reason (including modification of the scope of the project or modification of this RFP or both) or the City exercises any rights under this RFP; and
- b) Waives any and all claims against the City or any of its employees, advisers or representatives for loss of anticipated profits or loss of opportunity if no agreement is made between the City and the Proponent for any reason, including:

- a. if the City accepts a non-compliant proposal or otherwise breaches (including breach of material terms) the terms of this RFP or the competitive selection process; or
- b. if the project or competitive selection process is modified, suspended or cancelled for any reason (including modification of the scope of the project or modification of this RFP or both) or the City exercises any rights under this RFP.

2. Proponent's Representative

The Proponent's Representative identified below is an officer of the company and is fully authorized to represent the Proponent in any and all matters related to its Proposal.

THE UNDERSIGNED, having carefully read the requirements contained within this RFP,

DO HEREBY OFFER, in accordance with said requirements, provision of required services according to all conditions within the RFP.

COMPANY NAME

ADDRESS

CITY

AUTHORIZED REPRESENTATIVE

NAME OF COMPANY OFFICIAL (PLEASE PRINT)

DATE

Appendix E: Conflict of Interest Declaration Form

[RFP Proponent Letterhead]

To: [Insert client and submission location]

Attention: [Insert contact person]

In consideration of the City's agreement to consider our Proposal in accordance with the terms of the RFP, the Proponent acknowledges that:

Appendix F: List of RFP Supporting Materials

F1 Information Available

- a) Website Phase I Report: <http://bit.ly/17WOOdT>
- b) Recommendations from the Saskatoon development community:
<http://bit.ly/16GFpa5>
- c) The following is a high-level overview of the existing and planned applications through the City of Saskatoon website (customer-facing and internal) to help improve interaction between staff and citizens:
 - o <http://bit.ly/10pIIUC>
existing City of Saskatoon customer facing applications (pdf)
 - o <http://bit.ly/16EtYvA>
existing City of Saskatoon staff applications available through a web browser (pdf)
 - o <http://bit.ly/12qIk2t>
City of Saskatoon customer facing applications under development (pdf)

F2 Websites We Like

Organization	URL	Why We Like It
Ottawa, ON	http://www.ottawa.ca	Responsive design, user friendly menu system that helps make it easy to find information.
District of Squamish, BC	http://www.squamish.ca	Responsive design, clean visual layout, good community events calendar.
Brampton, ON	http://www.brampton.ca	Good visual branding for service areas within the Corporation like Transit, Parks and Recreation, etc.
Louisville, KY	http://www.louisvilleky.gov	Service lookup widget on front page that finds information based on your home address.
Sacramento, CA	http://www.cityofsacramento.org/generalservices/311/ServiceRequest.aspx/home.aspx	Easy to use 311 application that also has mobile app support.
Seattle, WA	http://www.seattle.gov/jobs/	User-friendly help videos to show visitors how to use the online job application system. Similar videos could be produce to help with all eServices.
Austin, TX	http://www.austintexas.gov	Minimalist responsive design, with color-coded tabs and categories helping the user easily navigate to different pages without confusion. Works on a variety of touchscreen sizes and devices. Search function allows you easily filter your search by a number of criteria.
Alameda County, CA	http://www.acgov.org/index.html	"Most Popular" tab on the home page is a great presentation of the most requested web pages, search topics and documents.

His Worship the Mayor and City Council
The City of Saskatoon

LEGISLATIVE REPORTS

Section A – OFFICE OF THE CITY CLERK

A1) Appointment of Deputy Mayor - 2014 (File No. CK. 255-3)

RECOMMENDATION: that the following be appointed Deputy Mayor for the months indicated:

Councillor D. Hill	-	January 2014
Councillor R. Donauer	-	February 2014
Councillor T. Davies	-	March 2014
Councillor C. Clark	-	April 2014
Councillor T. Paulsen	-	May 2014
Councillor E. Olauson	-	June 2014
Councillor P. Lorje	-	July 2014
Councillor M. Loewen	-	August 2014
Councillor Z. Jeffries	-	September 2014
Councillor A. Iwanchuk	-	October 2014
Councillor D. Hill	-	November 2014
Councillor R. Donauer	-	December 2014

Pursuant to *The Cities Act*, City Council is required to appoint a Deputy Mayor.

In the past, City Council has appointed the Deputy Mayor on a reverse alphabetical basis with a monthly rotation. This report is being submitted in order to appoint the Deputy Mayor for 2014.

PUBLIC NOTICE

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

Section B – OFFICE OF THE CITY SOLICITOR

B1) Proposed Expansion of the Caswell Hill
Residential Parking Program Boundary
AND
Proposed Expansion of the City Park
Residential Parking Program Boundary
AND
Communication to Council
From: Olivia Hilderman
Date: April 18, 2013
Subject: Parking Permit Program - City Park
AND
Proposed St. Paul's Limited Residential Parking Program
(File No. CK. 6120-4-2)

RECOMMENDATION: that City Council consider Bylaw No. 9134.

TOPIC AND PURPOSE

The purpose of this report is to provide City Council with Bylaw No. 9134 which implements City Council's decision to amend *The Residential Parking Program Bylaw, 1999* to expand the program boundaries in the Caswell Hill and City Park areas, and to implement a limited residential parking program on the 100 block of Avenue Q South.

REPORT

City Council, at its meeting held on June 24, 2013, considered two reports of the General Manager, Infrastructure Services Department both dated June 3, 2013, requesting approval to amend Bylaw No. 7862, *The Residential Parking Program Bylaw, 1999*. This would allow for an expansion of the Caswell Hill and City Park Residential Parking Program areas and to implement a limited residential parking permit program on the 100 block of Avenue Q South near St. Paul's Hospital. City Council resolved that the City Solicitor prepare the necessary amendments to *The Residential Parking Program Bylaw, 1999* to provide for the proposed expansions and the creation of the new limited residential parking program area in Pleasant Hill.

In accordance with City Council's instructions, we are pleased to submit Bylaw No. 9134, *The Residential Parking Program Amendment Bylaw, 2013*, for Council's consideration.

ATTACHMENT

1. Proposed Bylaw No. 9134, *The Residential Parking Program Amendment Bylaw, 2013*.

**B2) Proposed Amendments to Bylaw No. 7200, The Traffic Bylaw
Truck Routes
(File No. CK. 6000-1)**

RECOMMENDATION: that City Council consider Bylaw No. 9136.

TOPIC AND PURPOSE

The purpose of this report is to provide City Council with Bylaw No. 9136, *The Traffic Amendment Bylaw, 2013 (No. 4)* which implements City Council's decisions to identify truck routes as long haul or pickup/delivery vehicle routes, add or eliminate certain existing truck routes, add an 8,000 kilogram (kg) weight restriction on Zimmerman Road and Range Road, and increase the penalty amounts for trucks travelling off-route from \$150 to \$200 per violation.

REPORT

At its meeting held on August 14, 2013, City Council considered a report of the Infrastructure Services Department dated July 3, 2013, requesting approval to amend Bylaw No. 7200, *The Traffic Bylaw* to reclassify primary and secondary vehicle routes as long haul or pickup and delivery vehicle routes respectfully. In addition, the report requested approval to add and eliminate certain existing truck routes in order to better direct traffic and utilize the South Circle Drive overpass, to add 8,000 kilogram (kg) weight restriction on Zimmerman Road and Range Road, and to increase the penalty amounts for trucks travelling off-route from \$150 to \$200 per violation. City Council resolved that the City Solicitor prepare the necessary amendments to Bylaw No. 7200 to reflect the recommended changes.

In accordance with City Council's instructions, we are pleased to submit Bylaw No. 9136, *The Traffic Amendment Bylaw, 2013 (No. 4)*, for Council's consideration.

ATTACHMENT

1. Proposed Bylaw No. 9136, *The Traffic Amendment Bylaw, 2013 (No. 4)*.

Legislative Report No. 12-2013
Section B – Office of the City Solicitor
Monday, September 23, 2013
Page 3

Respectfully submitted,

Joanne Sproule, City Clerk

Patricia Warwick, City Solicitor

B1

BYLAW NO. 9134

The Residential Parking Program Amendment Bylaw, 2013

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Residential Parking Program Amendment Bylaw, 2013*.

Purpose

2. The purpose of this Bylaw is to amend *The Residential Parking Program Bylaw, 1999*:
 - (a) to expand the Caswell Hill and City Park Residential Parking Permit Zones; and
 - (b) to designate certain streets within the Pleasant Hill Neighbourhood as a limited residential parking zone.

Bylaw No. 7862 Amended

3. *The Residential Parking Program Bylaw, 1999* is amended in the manner set forth in this Bylaw.

Schedule "A" Amended

4. Schedule "A" is amended:
 - (a) by repealing the map showing the City Park Residential Parking Permit Zone, and substituting the map attached and marked as Schedule "A" to this Bylaw; and
 - (b) by repealing the map showing the Caswell Hill Residential Parking Permit Zone, and substituting the map attached and marked as Schedule "B" to this Bylaw.

Schedule "B" Amended

5. Schedule "B" is amended by adding the map showing the Pleasant Hill Residential Parking Permit Zone, which map is attached and marked as Schedule "C" to this Bylaw.

Coming into Force

5. The Bylaw shall come into force on the day of its final passing.

Read a first time this _____ day of _____, 2013.

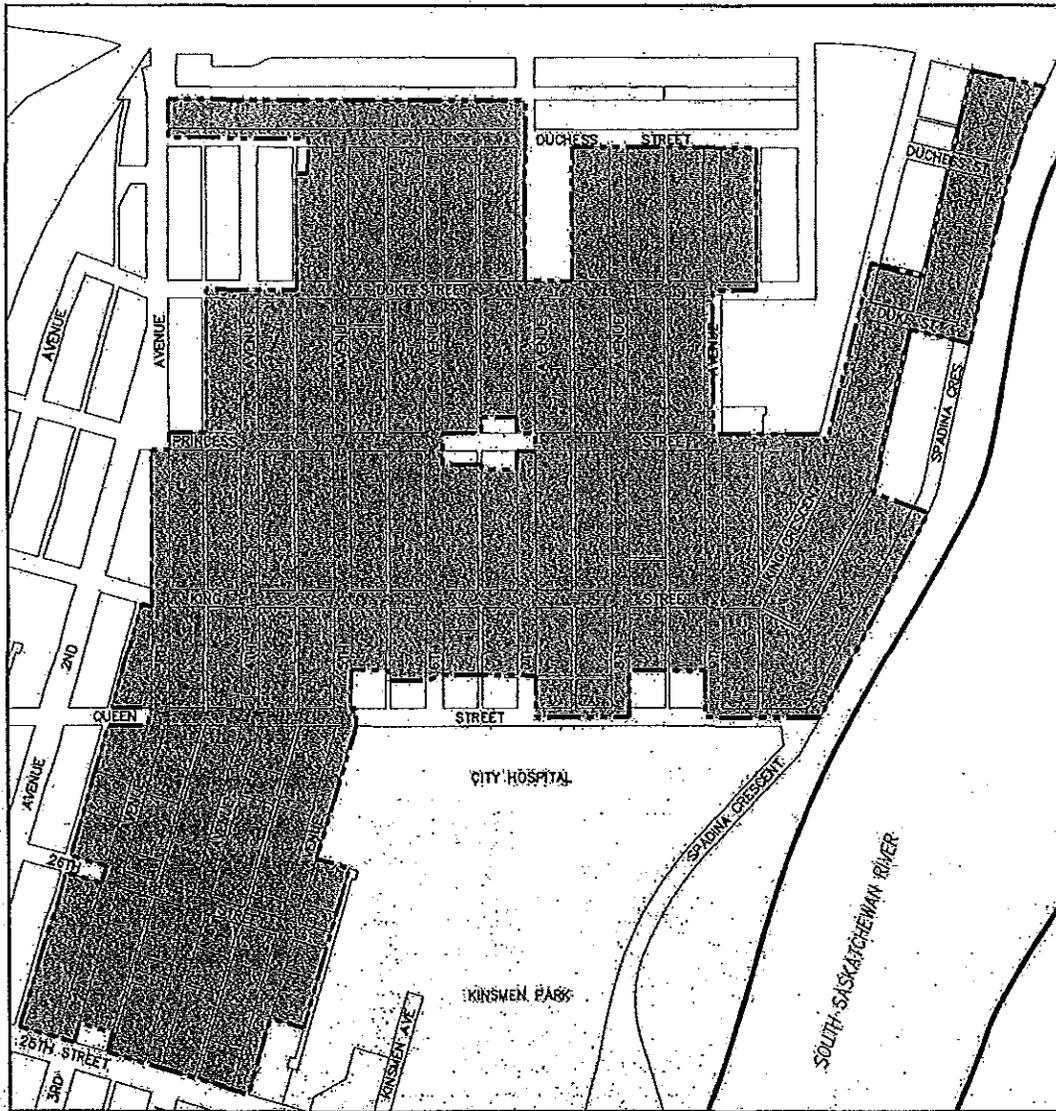
Read a second time this _____ day of _____, 2013.

Read a third time and passed this _____ day of _____, 2013.

Mayor

City Clerk

Schedule "A" to Bylaw No. 9134



City Park Residential Parking Permit Zone

Streets Designated as the City Park Residential Parking Zone

- 3rd Avenue North: 400, 500, 600 & 700 (east side) Blocks
- 4th Avenue North: 400, 500, 600, 700 & 800 Blocks
- 5th Avenue North: 400, 500 (west side), 600, 700, 800 & 900 Blocks
- 6th Avenue North: 600, 700, 800 & 900 Blocks
- 7th Avenue North: 600 (from the lane to King St), 700 & 800 Blocks
- 8th Avenue North: 600, 700, 800 & 900 Blocks
- 9th Avenue North: 600, 700, 800 (west side) & 900 Blocks
- 26th Street East: 300 & 400 Blocks

250-0039-001r012



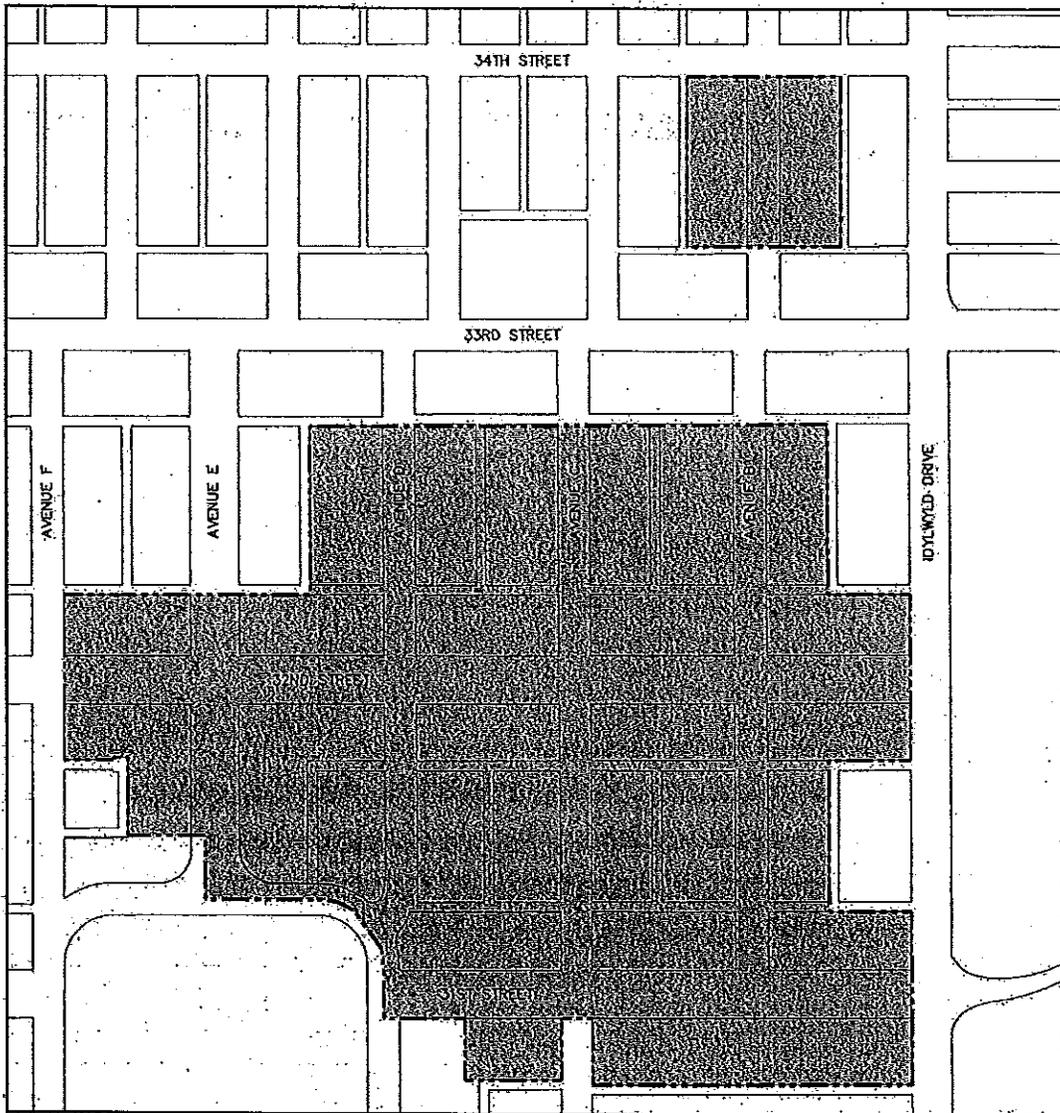
- * One and two hour time restrictions.
- * Effective Monday to Friday
- * Parking Permits expire April 30 of each year

- Duke Street: 500, 600, 700 (south side), 900 (north side west of lane) & 1000 Blocks
- Princess Street: 300, 400, 500, 700, 800 & 900 Blocks
- Queen Street: 300, 400, 700 (north side) & 900 (north side) Blocks
- King Street: 300, 400, 500, 600, 700 & 800 Blocks
- King Crescent: 1000, 1100 (south of Duke Street) Block
- Duchess Street: 300, 400, 500, 600 & 1000 Blocks
- Spadina Crescent: 1000 Block & 1100 Block North of Duke St

Schedule A - Bylaw # 7862



Schedule "B" to Bylaw No. 9134



**Caswell Hill
Residential Parking Permit Zone**

Streets Designated as the Caswell Hill & Mayfair Residential Parking Zone

- Avenue B: 1000, 1100 (to Lane S. of 33rd Street) & 1200 (from Lane N. of 33rd Street) Blocks
- Avenue C: 1000 & 1100 (to Lane S. of 33rd Street) Blocks
- Avenue D: 1000 & 1100 (to Lane S. of 33rd Street) Block
- Avenue E: 1000 & 1100 (from 32nd Street to Lane N. of 32nd Street) Block
- 31st Street W: 100, 200, 300 & 400 Blocks
- 32nd Street W: 100, 200, 300, 400 & 500 Blocks

- * Two 150r time restrictions
- * Effective Monday to Friday
- * Parking Permits expire May 31 of each year.

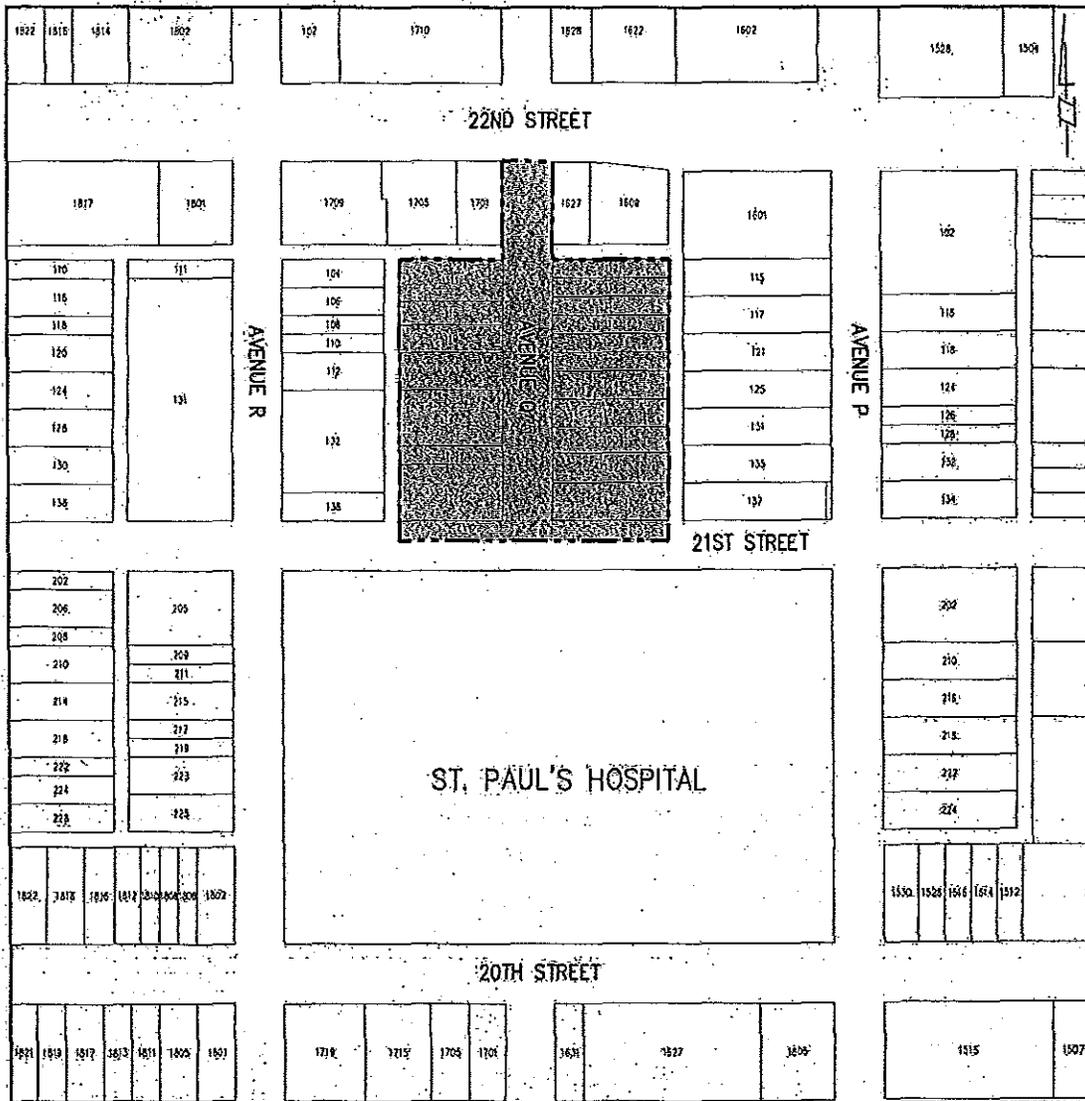


260-0038-001r009

Schedule A - Bylaw # 7862



Schedule "C" to Bylaw No. 9134



Pleasant Hill Residential Parking Permit Zone

Streets Designated as the Pleasant Hill Residential Parking Zone

- Avenue Q South: 100 Block

- Two hour time restrictions
- Effective Monday to Friday
- Parking Permits expire April 30 of each year

260-0011-001/001
 Schedule B - Bylaw # 7862

City of Saskatoon
 Infrastructure Services Department

BYLAW NO. 9136

The Traffic Amendment Bylaw, 2013 (No. 4)

B2

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Traffic Amendment Bylaw, 2013 (No. 4)*.

Purpose

2. The purpose of this Bylaw is to amend *The Traffic Bylaw*:
 - (a) to identify truck routes as long haul vehicle routes and pickup and delivery vehicle routes and implement signage accordingly;
 - (b) to add and eliminate certain existing truck routes in order to better direct traffic and utilize the South Circle Drive overpass;
 - (c) to add an 8,000 kilogram (kg) weight restriction on Zimmerman Road and Range Road; and
 - (d) to increase the penalty amount for trucks travelling off-route from \$150.00 to \$200.00 per violation.

Bylaw No. 7200 Amended

3. *The Traffic Bylaw* is amended in the manner set forth in this Bylaw.

Subsection 2(1) is Amended

4. Subsection 2(1) is amended:
 - (a) by adding "and No. 8a" after "No. 8" in clause f);
 - (b) by adding the following after clause x):
 - "x.1) "long haul vehicle route" means a truck route as shown on Schedule No. 8a to be used by trucks travelling through but not making a delivery or pickup within the City;" and

- (c) by adding the following after clause gg.1):

"gg.2) "pickup and delivery vehicle route" means a truck route as shown on Schedule No. 8 to be used by trucks making a pickup or delivery within the City;"

Section 44 Amended

- 5. (1) Subsection 44(2) is amended:
 - (a) by striking out "primary" and substituting "long haul";
 - (b) by striking out "secondary" and substituting "pickup and delivery"; and
 - (c) by adding "and No. 8a" after "No. 8".
- (2) Subsection 44(4) is amended:
 - (a) by striking out "primary" and substituting "long haul";
 - (b) by striking out "secondary" and substituting "pickup and delivery"; and
 - (c) by adding "and No. 8a" after "No. 8".
- (3) Subsection 44(6) is amended:
 - (a) by striking out "primary" and substituting "long haul"; and
 - (b) by striking out "No. 8" and substituting "No. 8a".
- (4) Subsection 44(8) is amended:
 - (a) by adding "No. 8a" after "No. 8";
 - (b) by striking out "primary" and substituting "long haul"; and
 - (c) by striking out "secondary" and substituting "pickup and delivery".

New Section 45.1

- 6. The following section is added after Section 45:

"45.1 Notwithstanding Section 40 and Subsection 48(1), no person shall drive or tow a vehicle having a gross vehicle weight of more than 8,000 kilograms (kg) on the following streets:

- a) Zimmerman Road; and

- b) Range Road 3045 north of Fleury Road to City limits."

Schedule No. 8 Amended

- 7. Schedule No. 8 is repealed and the Schedule marked as Schedule "A" to this Bylaw is substituted.

New Schedule No. 8a

- 8. The Schedule attached as Schedule "B" to this Bylaw is added after Schedule No. 8.

Schedule No. 10 Amended

- 9. Section 2 (Summons Ticket Offences) of Schedule No. 10 is amended by striking out:

"44 Off Vehicle Route \$150.00"

where it appears and substituting:

"44 Off Vehicle Route \$200.00".

Coming into Force

- 10. This Bylaw shall come into force on the day of its final passing.

Read a first time this _____ day of _____, 2013.

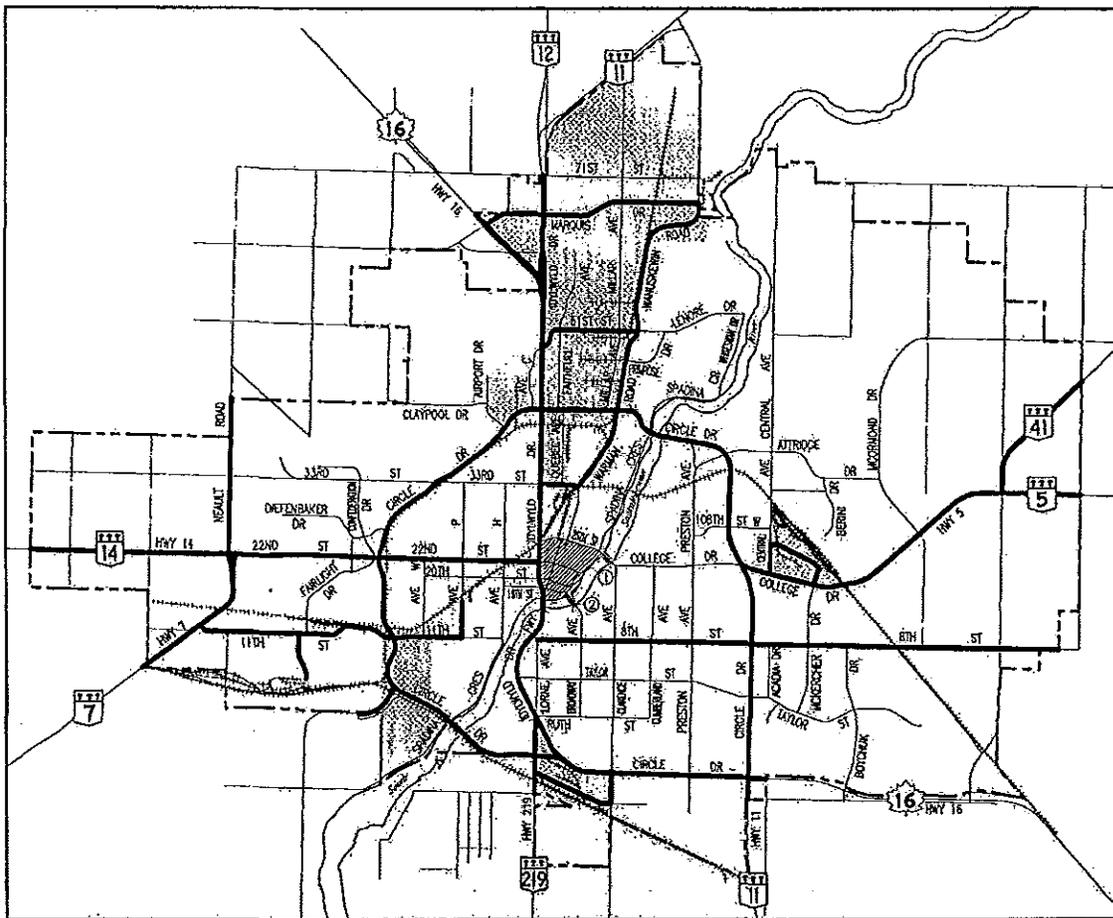
Read a second time this _____ day of _____, 2013.

Read a third time and passed this _____ day of _____, 2013.

Mayor

City Clerk

Schedule "A" to Bylaw No. 9136



Pick Up and Delivery Vehicle Routes

LEGEND

-  PICK-UP AND DELIVERY VEHICLE ROUTE
-  ARTERIAL ROAD NETWORK
-  CITY LIMITS
-  RAILWAY TRACKS
-  UNRESTRICTED AREA
62,500 kg MAX (137,700 lbs.)
-  CENTRAL BUSINESS DISTRICT
- ① UNIVERSITY BRIDGE - 37,500 kg MAX (82,000 lbs.)
- ② BROADWAY BRIDGE - 37,500 kg MAX (82,000 lbs.)

NOTES:

1. Vehicles with a GVW of 8,000 kg or less may use all streets.
2. Level 1 Trucks: 8,001 kg to 31,800 kg (17,600 lbs to 69,600 lbs)
 - * Must follow Pick Up and Delivery Vehicle Routes as shown.
 - * Deliveries and/or pickups off these routes must follow most direct route to destination on arterial road network to other City streets or route approved.
 - * May operate in Central Business District at anytime for making deliveries & pickups or performing a service.
3. Level 2 Trucks: up to 48,500 kg (107,600 lbs)
 - * Must follow Pick Up and Delivery Vehicle Routes as shown.
 - * Deliveries and/or pickups off these routes must follow most direct route to destination on arterial road network to other City streets or route approved.
 - * May NOT operate in Central Business District between 07:00 to 18:00 without a permit, unless making a delivery, pick up, or performing a service within the Central Business District.
4. Level 3 Trucks: up to 62,500 kg (137,700 lbs)
 - * Permit required using Pick Up and Delivery Vehicle Routes as shown, except as routes shown on schedule 8a.
 - * May NOT operate in Central Business District at any time without a permit.
5. Maximum dimensions are outlined to Section 46 and 47 of Bylaw 7200.
7. See Schedule 7 for maximum gross vehicle and axle weight.

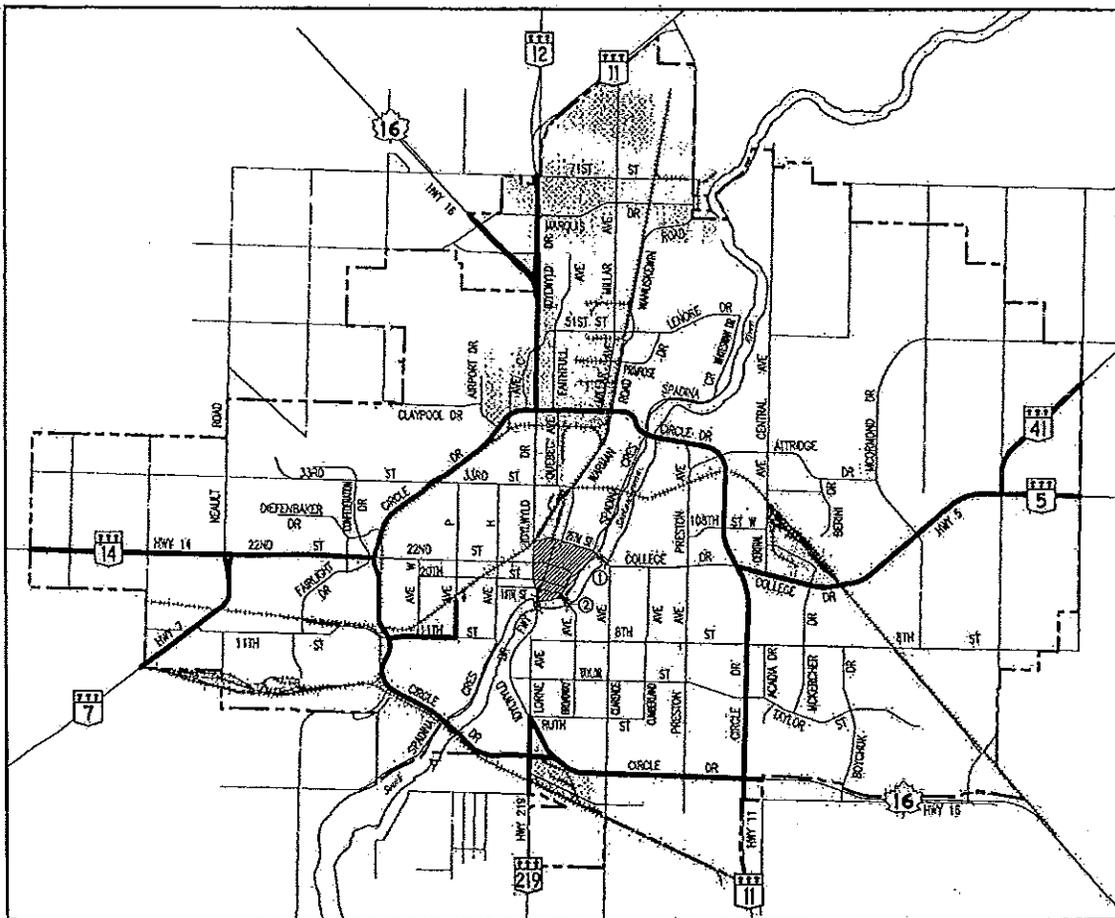


290-0016-001r004
Rev. 2017-07-11

Schedule 8 - Bylaw # 7200



Schedule "B" to Bylaw No. 9136



Long Haul Vehicle Routes

LEGEND

-  LONG HAUL VEHICLE ROUTE
-  ARTERIAL ROAD NETWORK
-  CITY LIMITS
-  RAILWAY TRACKS
-  UNRESTRICTED AREA
62,500 kg MAX (137,700 lbs.)
-  CENTRAL BUSINESS DISTRICT
-  UNIVERSITY BRIDGE - 37,500 kg MAX (82,000 lbs.)
-  BROADWAY BRIDGE - 37,500 kg MAX (82,000 lbs.)

NOTES:

1. Vehicles with a GVW of 8,000 kg or less may use all streets;
2. Level 1, 2 and 3 trucks as defined in Schedule No. 7 are allowed on Long Haul Vehicle Routes and in unrestricted area up to a max weight of 62,500 kg (137,700 lbs) without permit.
3. Maximum dimensions are outlined in Section 48 and 47 of Bylaw 7200.
4. See Schedule 7 for maximum gross vehicle and axle weight.



280-0018-001r004
REVISED 11/11

Schedule 8a - Bylaw # 7200

 **City of Saskatoon**
Infrastructure Services Department

His Worship the Mayor and City Council
The City of Saskatoon

REPORT
of the
PLANNING AND OPERATIONS COMMITTEE

Composition of Committee

Councillor R. Donauer, Chair
Councillor C. Clark
Councillor T. Davies
Councillor M. Loewen
Councillor P. Lorje

**1. Application for Funding under the Heritage Conservation Program
715 Broadway Avenue – Broadway Theatre
(Files CK. 710-22 and PL 907)**

RECOMMENDATION: that the Broadway Theatre, located at 715 Broadway Avenue, receive a grant through the Heritage Conservation Program for \$10,000 for rehabilitation of the overhanging sign, subject to administrative conditions.

Attached is a report of the General Manager, Community Services Department dated August 7, 2013, regarding an application from the Broadway Theatre for funding under the Heritage Conservation Program for rehabilitation of the overhanging sign.

Your Committee has been advised that the application for funding was supported by the Municipal Heritage Advisory Committee.

Following review of the matter, your Committee is also supporting the funding request under the Heritage Conservation Program.

**2. Municipal Heritage Designation – City Gardener’s Site, Victoria Park
707 16th Street West
(Files CK. 710-19 and PL 907)**

- RECOMMENDATION:**
- 1) that the City Gardener’s Site located in Victoria Park at 707 16th Street West, as shown on the sketch plan attached to the May 13, 2013 report of the General Manager, Community Services Department, be designated a Municipal Heritage Property; and
 - 2) that \$2,500 be allocated from the Heritage Reserve Fund for supply and installation of a recognition plaque for the property.

Attached is a report of the General Manager, Community Services Department dated May 13, 2013, regarding a proposal to designate the City Gardener’s Site located in Victoria Park at 707 16th Street West as a Municipal Heritage Property.

The report also recommends the allocation of \$2,500 from the Heritage Reserve Fund for supply and installation of a recognition plaque for the property.

Your Committee has been advised that the Municipal Heritage Advisory Committee has reviewed the above report and supports the above recommendations.

Following review of the matter with the Administration, your Committee is also supporting the proposed designation and allocation of \$2,500 from the Heritage Reserve Fund for supply and installation of a recognition plaque for the property. As discussed by your Committee, the Administration will review further the potential to use some of the bricks from the gardener’s shed as part of the recognition for the site.

**3. Vacant Lot and Adaptive Reuse Incentive Program
803 Avenue R North – Ryan and Krista Martens
(Files CK. 4110-45 and PL 4110-71-35)**

- RECOMMENDATION:**
- 1) that City Council approve a five-year tax abatement equivalent to 76 percent of the incremental taxes for the redevelopment of 803 Avenue R North;
 - 2) that the five-year tax abatement take effect in the next taxation year following completion of the project; and

- 3) that the City Solicitor be instructed 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.

Attached is a report of the General Manager, Community Services Department dated September 3, 2013, requesting approval for a five-year tax abatement for the incremental property tax for the development of the property located at 803 Avenue R North under the Vacant Lot and Adaptive Reuse Incentive Program.

Your Committee has reviewed and supports the recommendations of the Administration, as outlined above.

4. Evergreen Neighbourhood LED Roadway and Park Pathway Lighting
(File No. CK. 2000-5)

- RECOMMENDATION:**
- 1) that the standard for roadway and pathway lighting in Saskatoon be revised to include the use of Light Emitting Diode (LED) fixtures; and
 - 2) that LED fixtures are considered for new roadway and pathway lighting installations and major lighting upgrade projects.

Attached is a report of the General Manager, Utility Services Department dated August 29, 2013, requesting approval for the addition of Light Emitting Diode (LED) fixtures to the City's standards for roadway and pathway lighting.

Your Committee has reviewed the matter with the Administration and is supporting the above recommendations.

Respectfully submitted,

Councillor R. Donauer, Chair

TO: Secretary, Municipal Heritage Advisory Committee
FROM: General Manager, Community Services Department
DATE: August 7, 2013
SUBJECT: Application for Funding Under the Heritage Conservation Program
715 Broadway Avenue – Broadway Theatre
FILE NO.: CK. 710-22 and PL. 907

RECOMMENDATION: that a report be forwarded to the Planning and Operations Committee with a recommendation for City Council:

- 1) that the Broadway Theatre, located at 715 Broadway Avenue, receive a grant through the Heritage Conservation Program for \$10,000 for rehabilitation of the overhanging sign, subject to administrative conditions.

TOPIC AND PURPOSE

The purpose of this report is to request funding for the Broadway Theatre, located at 715 Broadway Avenue, under the Heritage Conservation Program.

REPORT HIGHLIGHTS

The Broadway Theatre is a Designated Municipal Heritage Property; therefore, it qualifies for financial support under the Heritage Conservation Program. The overhanging sign is being rehabilitated.

STRATEGIC GOAL

The report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life. As a community we find new and creative ways to showcase our city's built, natural, and cultural heritage.

BACKGROUND

In 1997, City Council designated the Broadway Theatre as a Municipal Heritage Property. The exterior of the building and the interior lobby are the designated portions of this building. The marquee and the overhanging sign are on the exterior and are character defining elements of the building.

The Heritage Conservation Program provides funding for Municipal Heritage Properties for the conservation and rehabilitation of the heritage character defining elements of the building. Therefore, the rehabilitation of the sign is an eligible project under the program.

REPORT

The Broadway Theatre is community-owned and is operated as a not-for-profit organization. The theatre is seeking funding under the Heritage Conservation Program for rehabilitation of the overhanging sign (see Attachment 1). The project includes replacement of the neon tubes with LED tubes, installation of channel letters (Broadway) and re-painting the exterior of the sign in the current blue colour as shown on Attachment 1. The lighting on the sign is being converted from neon to LED. The proponent has identified several reasons for conversion including cost of operation (energy efficiency), repair costs, and reliability of the lighting system. The estimated cost of the project is \$24,000. This project is also being funded by the Saskatchewan Arts Board and an in-kind donation from Pelican Signs and Decals Inc.

The Administration has reviewed this proposal and is of the opinion that the appearance of the new sign will replicate the existing neon sign and will not have a negative impact on its appearance.

Financial assistance under the Heritage Conservation Program includes a grant of a maximum of \$10,000 for non-government, tax exempt properties. The Broadway Theatre is a tax exempt property; therefore, is eligible for this grant. A grant will be awarded following the satisfactory completion of the project (as determined by the Manager of Planning and Development Branch, Community Services Department).

The Broadway Theatre was built in an “art-deco” design in 1946. The character defining elements are the facade with its smooth, rounded finish and flat roof. The marquee and the overhanging “Broadway” sign is a character defining element of the building, and the facade of the Broadway Theatre is one of the most recognizable in Saskatoon.

OPTIONS TO THE RECOMMENDATION

The project qualifies for funding under the Civic Heritage Conservation Program; the only option would be for City Council to deny the funding request.

POLICY IMPLICATIONS

The project complies with Civic Heritage Policy No. C10-020 and the Heritage Conservation Program.

FINANCIAL IMPLICATIONS

This project will be funded from the Heritage Reserve Fund. The balance of the fund is \$235,801.99. Funding of this project will not impact the ability of the Heritage Reserve Fund to continue funding existing property tax abatements or other funded items.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

No specific public or stakeholder involvement has been undertaken.

COMMUNICATION PLAN

A communications plan is not required.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

Once it is determined that the project is complete, the Administration will process the grant.

ENVIRONMENTAL IMPLICATIONS

No environmental and/or greenhouse gas implications have been identified at this time.

PRIVACY IMPACT

There is no privacy impact.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

There are no CPTED implications.

PUBLIC NOTICE

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

ATTACHMENT

1. Details and Drawings of Sign Rehabilitation

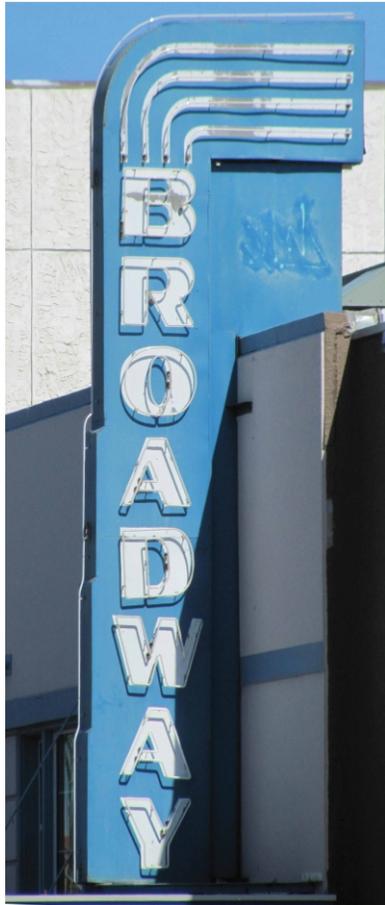
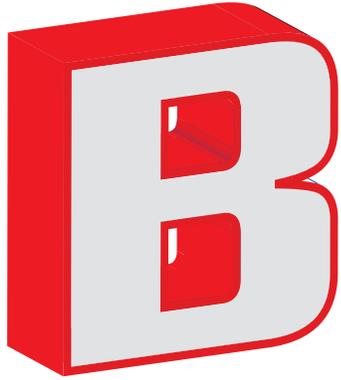
Written by: Paula Kotasek-Toth, Heritage and Design Coordinator

Reviewed by: “Laura Hartney” for
Alan Wallace, Manager
Planning and Development Branch

Approved by: “Randy Grauer”
Randy Grauer, General Manager
Community Services Department
Dated: “August 13, 2013”

cc: Murray Totland, City Manager

B
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Red contoured channel letter.
White lexan lens.
LED lit.

The sign can will be repainted to the original color.

The tube lighting will be replaced with LED tubes in blue.

To supply and install the components necessary to accomplish the following:

- Change the neon tubes with LED tubes.
- Install channel letters for the BROADWAY portion of the sign.
- Paint the exterior of the can.
- Price...\$24,000.00 plus tax.
- Installation included.
- Sponsorship \$5,000.00.

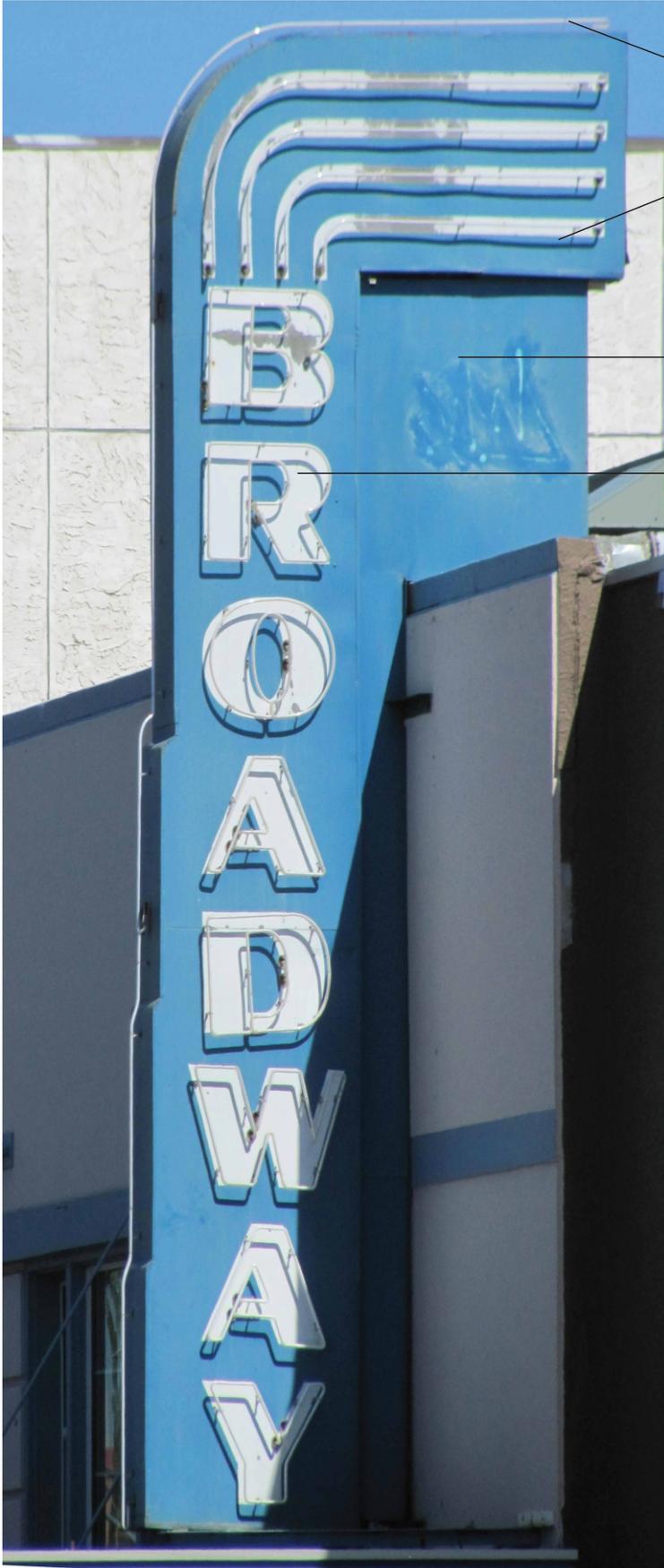
Pelican Signs and Decals Inc. 1640 Alberta Avenue, Saskatoon Saskatchewan S7K 1R6 306 384-0356

Proposal Order



<p>FAX BACK 306 384-0357</p> <p>Signature: _____ Date: _____</p> <p><small>The above signed acknowledges the copy to be correct and releases any claim on Pelican Signs for any errors or omissions.</small></p>	<p>YOUR SIGNATURE IS REQUIRED BEFORE PRODUCTION</p> <p>Please check one of the following:</p> <p><input type="checkbox"/> Approved as is <input type="checkbox"/> Approved with changes noted</p> <p><input type="checkbox"/> New proof Required</p>	<p>CUSTOMER: Broadway Theatre</p> <p>Jan 30 2013</p>	<p>COMMENTS: Not to scale. Details pending.</p>
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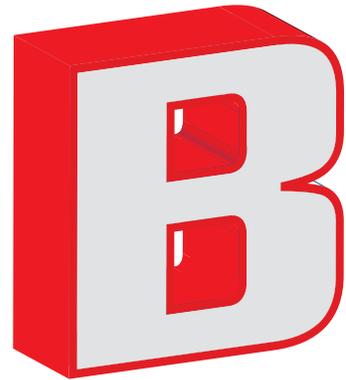
Scope of work.



Replace neon tubes with flexible LED replica neon tubes.
Colour - Blue.

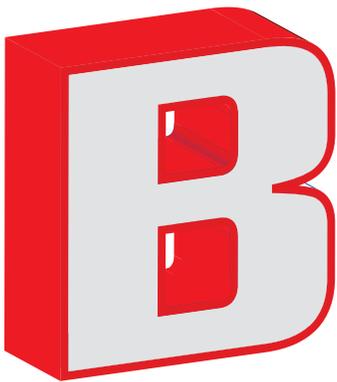
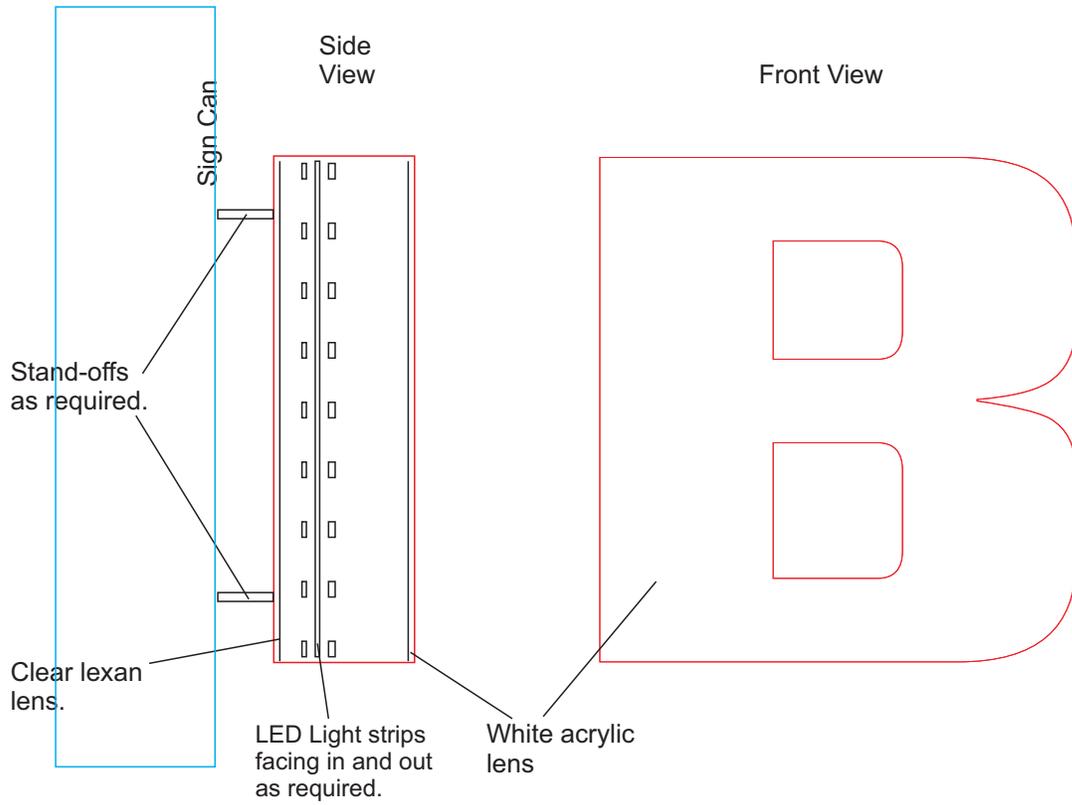
Re-paint sign can to match.

Replace the neon letters with halo lit LED letters as per the drawing A.



Drawing A

Typical Letter Spec. Broadway Theatre



TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: May 13, 2013
SUBJECT: Municipal Heritage Designation – City Gardener’s Site, Victoria Park
707 16th Street West
FILES: CK. 710-19; PL. 907

RECOMMENDATION: that the following recommendations be forwarded to the Municipal Heritage Advisory Committee for review and recommendation back to Planning and Operations Committee for a report to City Council:

- 1) that a report be submitted to City Council recommending that the City Gardener’s Site located in Victoria Park at 707 16th Street West, as shown on the sketch plan attached to this report, be designated a Municipal Heritage Property; and
- 2) that \$2,500 be allocated from the Heritage Reserve Fund for supply and installation of a recognition plaque for the property.

TOPIC AND PURPOSE

This report is to designate the City Gardener’s Site in Victoria Park as a Municipal Heritage Property.

REPORT HIGHLIGHTS

The City Gardner’s Site in Victoria Park has cultural heritage significance and is proposed for designation as a Municipal Heritage Property.

STRATEGIC GOAL

The report supports the City of Saskatoon’s (City) Strategic Goal of Quality of Life. As a community we find new and creative ways to showcase our city’s built, natural, and cultural heritage.

BACKGROUND

During its June 6, 2012 meeting, the Municipal Heritage Advisory Committee resolved:

“that the Administration be requested to undertake steps to determine whether the former City Gardener’s site in Victoria Park would be an appropriate site for municipal heritage designation.”

The City Gardener’s Site is located on the northwest corner of 16th Street West and Avenue H South in Victoria Park. This site previously contained the house and a

concrete block shed. The house was demolished in 2004, and the shed in 2009. The history of the site is included as Attachment 1.

REPORT

Municipal Heritage Designation

Typically, Municipal Heritage Designation is applied to buildings in Saskatoon; however, there are examples of heritage or cultural landscapes that have been designated. These include the Pioneer (Nutana) Cemetery (municipal designation), Next of Kin Memorial Avenue at Woodlawn Cemetery (federal designation), and the Forestry Farm Park (federal designation).

The City Gardener's Site is a cultural landscape which is defined in the Standards and Guidelines for the Conservation of Historic Places in Canada as:

“any geographical area that has been modified, influenced or given special cultural meaning by people, and that has been formally recognized for its heritage value. Cultural landscapes are often dynamic living entities that continually change because of natural and human-influenced social, economic and cultural processes.”

The Administration evaluated the site for heritage value and significance. Based on this evaluation, the Administration is recommending this site be designated a Municipal Heritage Property for the following reasons:

Reasons for Designation

1. The Old Bone Trail passed through this area. The trail was used to transport bison bones to Saskatoon and provided a route for many of the settlers to the city.
2. At one time this area had been subdivided and contained houses. The City ensured this area would remain in the public domain by purchasing the land and returning it to park space.
3. The City Gardener resided in a house at this location for many years. Much of the City's park space in Saskatoon can be attributed to the first two City Gardeners: A.H. Browne and Leonard Harvey. These two men also oversaw the development of the urban forest and the stewardship of the riverbank.

The designation only applies to the portion of Victoria Park as indicated on Attachment 2. Victoria Park is a Special Use Park and designation will not limit the programming that can occur within the park. The program plan that has been implemented recognizes the cultural heritage value of the site. Any future proposed changes to the site would be undertaken in consultation with the Planning and

Development Branch. The Leisure Services Branch, Community Services Department, has reviewed this proposal and is in agreement with designation of the site.

Registering this site (portion of Victoria Park) as a Municipal Heritage Property formally recognizes the cultural heritage importance of the area and establishes its eligibility for funding under the Heritage Conservation Program.

Victoria Park Program Plan

The Victoria Park Master Plan (Master Plan) was updated in 2009 and identified additional programming and interpretation to be completed at the City Gardener's site. The Master Plan recommended materials salvaged from the residence and shed be used to create features in the park and interpretive signage be installed. The signage will be installed in 2014. A site plan of this area is included as Attachment 2. A copy of the City Gardener's Site Program Plan is included as Attachment 3.

OPTIONS TO THE RECOMMENDATION

City Council has the option of not designating the site as a Municipal Heritage Property.

POLICY IMPLICATIONS

Municipal Heritage Designation of this site is consistent with the Victoria Park Master Plan which was adopted by City Council in 2009.

FINANCIAL IMPLICATIONS

All Municipal Heritage Properties are marked with a bronze plaque on site. The plaque describes the heritage significance, and \$2,500 from the Heritage Reserve Fund will be allocated for fabrication and installation.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Extensive public and stakeholder consultation was undertaken as part of the Master Plan process in 2009.

COMMUNICATION PLAN

If designation as a Municipal Heritage Property is recommended, the designation will be advertised in accordance with the provisions in the *Heritage Property Act* which requires that the Notice of Intention to Designate be advertised at least 30 days prior to the public hearing.

If approved, the designation will be announced with a Public Service Announcement. The interpretive signage that will be installed on the site in 2014 will depict the history of the site.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

If City Council recommends the site designation, a date for a public hearing will be set. This date will be set in accordance with the provisions in the *Heritage Property Act*.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PRIVACY IMPACT

There is no privacy impact.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

There are no CPTED implications.

PUBLIC NOTICE

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

ATTACHMENTS

1. History of the City Gardener's site
2. Sketch Plan Showing Proposed Heritage Site in Victoria Park
3. City Gardener's Site – Program Plan and Recommendations

Written by: Paula Kotasek-Toth, Heritage and Design Coordinator

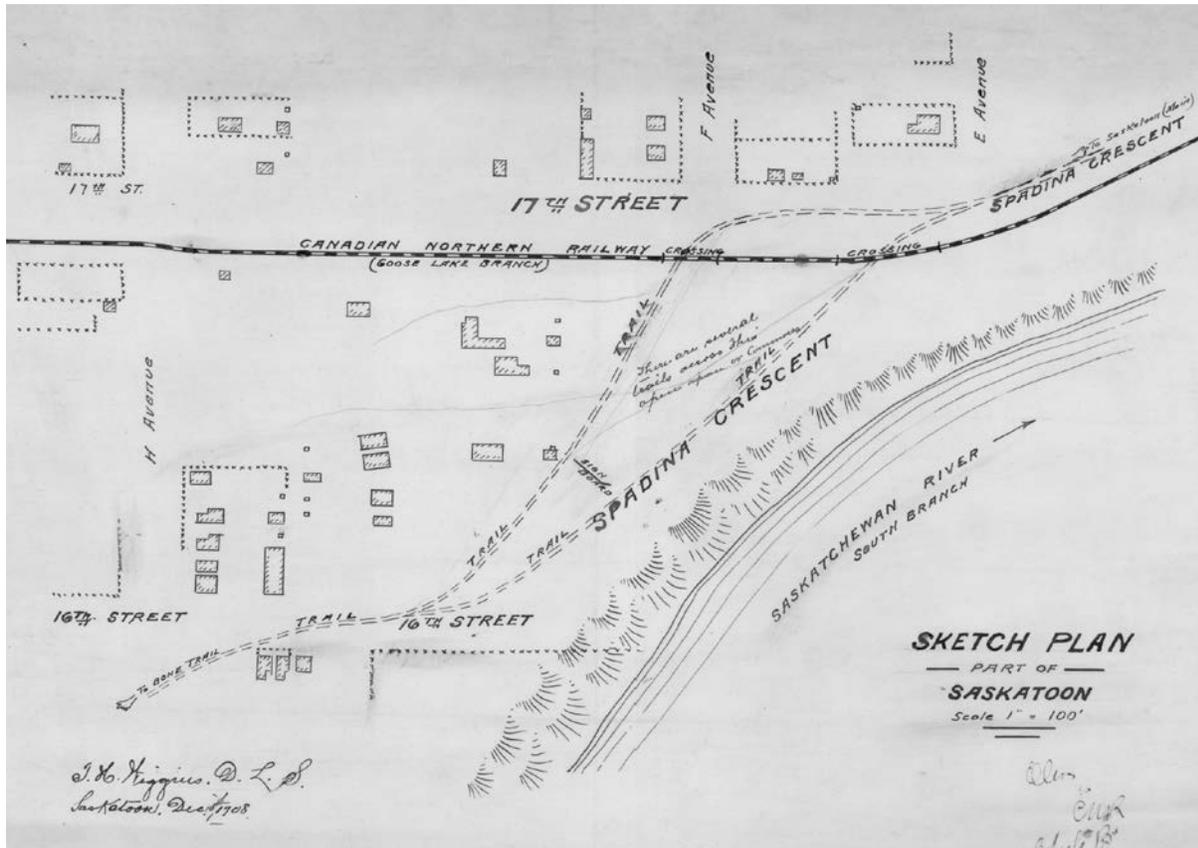
Reviewed by: "Alan Wallace"
 Alan Wallace, Manager
 Planning and Development Branch

Approved by: "Randy Grauer"
 Randy Grauer, General Manager
 Community Services Department
 Dated: "May 31, 2013"

Approved by: "Jeff Jorgenson" for
 Murray Totland, City Manager
 Dated: "June 7, 2013"

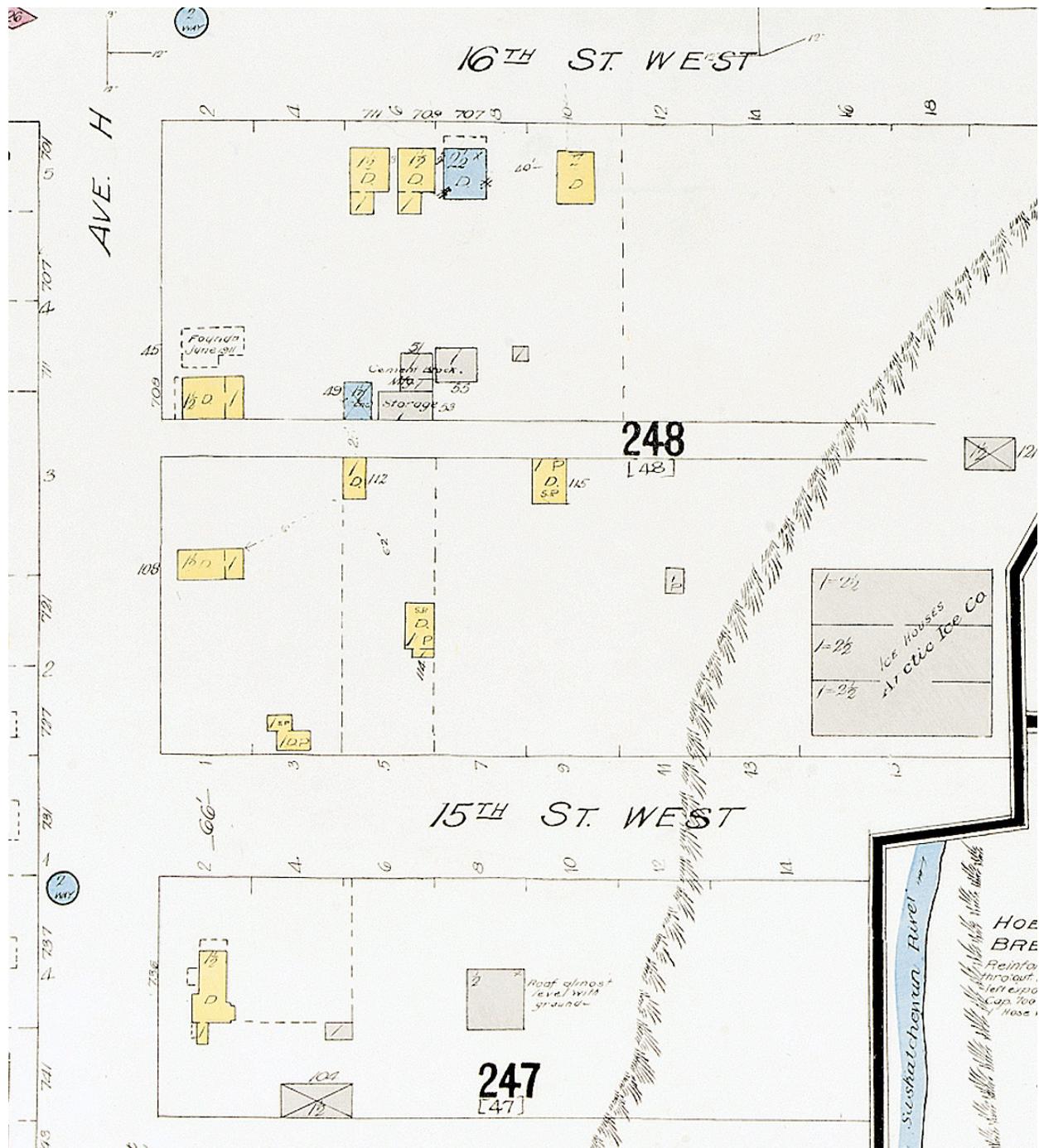
History of City Gardener's Site

This area of Victoria Park has a noteworthy past. Maps dating from the early 1900's indicate that the Old Bone Trail went through the northern portion of Victoria Park. The trail was used as a route for transporting bison bones for shipment to the United States. The bones were ground and used for fertilizer or as a colouring agent for paint and ink. This trail brought many settlers, in particular the Barr Colonists, to Saskatoon.



Location of Old Bone Trail 1908.

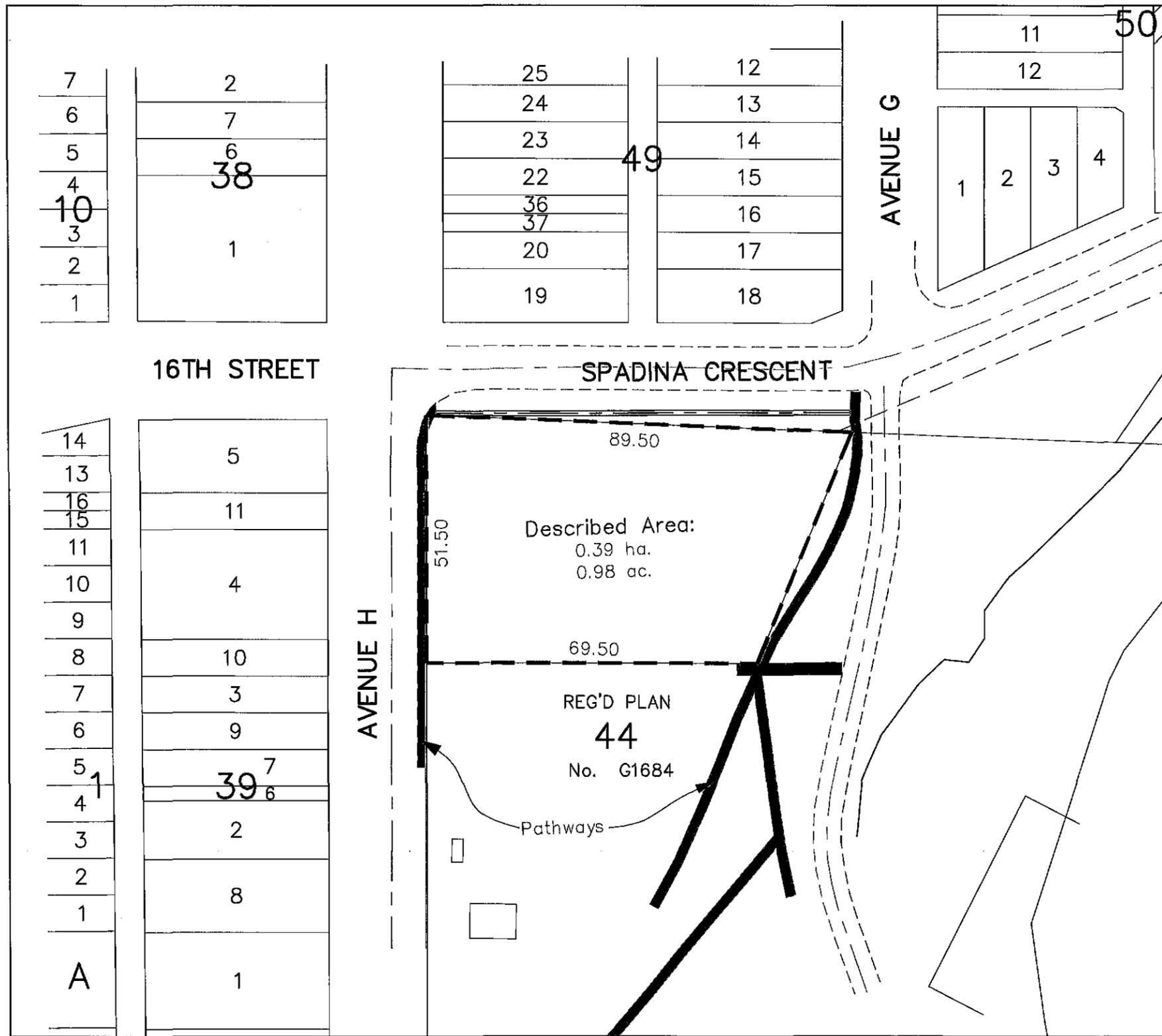
Prior to 1905 this quarter section was sold to John Bulter and surveyed into lots. However, areas along the riverbank were not developed in accordance with the survey plan prepared by F.L. Blake, Dominion Land Surveyor, which had reserved the land for public use. In 1906, the land was purchased by James Fisher and due to a lapse in public ownership policy; this land was subdivided and developed. Fire insurance maps from 1911 indicate that there were several residences in the area.



1911 Fire Insurance Maps showing development on area that would become Victoria Park

In 1911, City Council passed a bylaw which designated this area as public land. The City purchased the properties and the houses and, with the exception of 707 16th Street West, the houses were sold and moved off site. The City acquired 707 16th Street West through tax arrears, and the property was retained as the residence for the City Gardener. The house and shed that stood on this site were likely built by the Mitten family, who operated a cement business from the shed at the rear of the property.

This house was the residence for the Superintendent of Parks or “the City Gardener.” The first two City Gardeners, Alfred H. Browne and Leonard Harvey, had a profound effect on the city. Mr. Browne would become to be known as the “Man of Trees” and “The Man Who Made Saskatoon Beautiful.” Mr. Browne was responsible for many of the trees planted along streets and in parks. Also under his direction the layout for three parks, funded by service clubs, were developed and became known as the Kiwanis, Kinsmen, and Cosmopolitan Parks. Mr. Harvey succeeded Mr. Browne as the City Gardener in 1954. He developed a classification system for parks and initiated plans that placed parks in relation to schools and population. Mr. Harvey also successfully convinced City Council to limit construction within 300 feet of the high water level on the riverbank.



Sketch Plan

SHOWING PROPOSED HERITAGE SITE
in
Victoria Park
CITY OF SASKATOON
Saskatchewan



METES & BOUNDS DESCRIPTION OF SITE:
All that portion of Block 44, Reg'd Plan No. G1684 described as follows: Commencing at a point on the north boundary of Block 44 distant easterly 89.5 meters from the NW corner of Block 44; thence westerly to the NW corner of Block 44, thence southerly along the west boundary of Block 44 a distance of 51.5 meters; thence easterly perpendicular to the west boundary of Block 44 a distance of 69.5 meters; thence north-easterly to the point of commencement.

NOTES:

MEASUREMENTS ARE IN METRES AND DECIMALS THEREOF.
AREA TO BE APPROVED IS OUTLINED IN A HEAVY DASHED LINE.

City Gardener's Site – Program Plan and Recommendations

Program Plan

Heritage

- A strong desire exists to use the artifacts from the City Gardener's Residence and the City Gardener's Shed in the new design of this site.
- It is important to the community that the history of the City Gardener's Residence and the City Gardener's Shed are featured within the new design and are displayed for the public to see.

Horticulture

- The existing plant material within the City Gardener's Site has significance to both the historical and horticultural community. It has been suggested that the site should be inventoried to identify the different plant species that exist in this area.
- The Riversdale and King George Community Garden is an important programming element of the City Gardener's Site and the community is strongly in favor of retaining the community garden within its current location.
- A desire exists to expand the community garden in a way that connects it with the history of the site and the historical plant material in this location;

Safety

- As part of the Riversdale and King George Local Area Planning Process, the Neighborhood Planning Section has identified several recommendations pertaining to Victoria Park and the City Gardener's Site; it has been requested that these recommendations be taken into consideration during the creation of the Master Plan for this area.

Community Use

- It is important that the City Gardener's Site is connected to Victoria Park and the site is more accessible to the surrounding community.
- A desire exists to retain the City Gardener's Site as a passive recreational space.
- It has been requested that amenities be placed within this site to foster passive recreational activity and community use.

Recommendations

1. Historical storyboards should be strategically placed throughout the City Gardeners' Site to tell the story of the site and its history.
2. The artifacts from the City Gardener's Residence should be used, as they can be, in the interpretive elements of the space.
3. The City Gardener's Shed should not be reconstructed on this site.
4. Should a Business Plan proposal come forward that recommends the City Gardener's Shed be rebuilt, it will be required that all design, construction and maintenance costs be funded by an established non-profit organization. The City of Saskatoon should not incur any costs as the result of choosing the rebuild the Gardener's Shed. Rebuilding the Gardener's Shed would terminate Recommendations 3, 5, and 8.

5. The bricks from the City Gardener's Shed should be used to create a raised garden bed in the original location (footprint) of the Gardener's Shed and the story of the City Gardener's Shed should be displayed in storyboards located adjacent to the garden beds.
6. The existing concrete pond, located adjacent to the community garden, should be retained and converted into a raised garden bed.
7. The newly created raised garden areas should be allocated for use by the King George and Riversdale Community Gardeners. These garden areas should be maintained and operated by the King George and Riversdale Community Gardeners and their current gardening agreement should be updated to reflect this change in programming.
8. The bricks from the City Gardener's Shed should be used to create a sign for the City Gardener's Site and the Community Garden.
9. The King George and Riversdale Community Garden should remain within the City Gardener's Site in its current location.
10. In conjunction with the MVA, a Vegetation Inventory Assessment should be conducted to identify and document existing and historical plant species within the City Gardener's Site.
11. Improved trail linkages should be extended into the City Gardener's Site in an effort to better connect the site with Victoria Park and the surrounding community.
12. Safety recommendations identified in the Riversdale and King George Local Area Plans, as well as the King George Safety Audit, should be implemented into the master plan for the City Gardener's Site.
13. Site amenities such as benches, picnic tables, garbage cans, and electrical outlets should be strategically placed with the City Gardener's Site to foster passive recreational activity and community use.

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: September 3, 2013
SUBJECT: Vacant Lot and Adaptive Reuse Incentive Program
803 Avenue R North – Ryan and Krista Martens
FILE NO: CK. 4110-45 and PL. 4110-71-35

RECOMMENDATION: that a report be submitted to City Council, recommending:

- 1) that City Council approve a five-year tax abatement equivalent to 76 percent of the incremental taxes for the redevelopment of 803 Avenue R North;
- 2) that the five-year tax abatement take effect in the next taxation year following completion of the project; and
- 3) that the City Solicitor be instructed 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.

TOPIC AND PURPOSE

The purpose of this report is to request City Council's approval for a five-year tax abatement for the incremental property tax for the development of the property located at 803 Avenue R North under the Vacant Lot and Adaptive Reuse (VLAR) Incentive Program.

REPORT HIGHLIGHTS

1. The Administration recommends the approval of a five-year tax abatement for the incremental property taxes for the development of a single unit dwelling on a vacant lot at 803 Avenue R North.
2. Seventy six percent of the estimated incremental property tax abatement for 803 Avenue R North, based on the 2013 tax value, is \$1,508.60 annually or \$7,543 over five years.

STRATEGIC GOAL

This report supports the City of Saskatoon's (City) long-term Strategic Goal of Quality of Life by increasing the supply of quality housing.

BACKGROUND

During its March 7, 2011 meeting, City Council approved the VLAR Incentive Program. The VLAR Incentive Program is designed to encourage infill development on chronically vacant sites and adaptive reuse of vacant buildings within Saskatoon's established neighbourhoods.

Applicants have the choice of a five-year tax abatement or a grant, with the maximum incentive amount calculated based on the increment between the existing municipal taxes and the taxes owing upon completion, multiplied by five years. Applications are scored against an evaluation system where points are awarded for features included in a project that meet a defined set of policy objectives. The score out of 100 that a project earns determines what proportion of the maximum incentive amount it receives.

REPORT

On July 31, 2013, the Planning and Development Branch, Neighbourhood Planning Section, received an application under the VLAR Incentive Program from Ryan and Krista Martens for the construction of a single dwelling unit at 803 Avenue R North in the Mount Royal neighbourhood (see Attachment 1). This property was created through the subdivision of 805 Avenue R North, which was a large, underutilized lot with a site frontage of 29.4 metres.

The application was reviewed using the program's evaluation system. The project at 803 Avenue R North received a total of 76 points out of 100, for 76 percent of the maximum incentive amount. The project received 50 base points, plus 10 points for a one-unit dwelling, 6 points for being located approximately 240 metres from an existing transit stop, and 10 points for energy efficiency and following LEED Standards.

The owners have gone beyond the basic measures to reduce energy consumption; considerations were given to achieve a sustainable property by following LEED household standards. Although the house will not be LEED certified, the owners have followed LEED principles throughout the design process. This includes neighbourhood linkages, sustainable site features, water efficiency, energy reduction, the use of sustainable materials, indoor air quality, and education awareness.

The location allows for the reduction on car dependency because it is within walking distance to amenities such as a grocery store, restaurants, doctor's office, post office, a school, daycare, and a park.

The landscaping will focus on creating a sustainable site by planting native species to reduce the demand on water. In addition the owner will use a rainwater harvesting system and low flow irrigation system. All turf will be limited in area and will be of a drought tolerant variety, with the plan to xeriscape as much as possible. The hard surfaces will be covered with permeable concrete pavers that will allow rainwater to penetrate the ground naturally.

To reduce household water consumption, the faucets and showerheads are Water Sense approved and the toilets are dual flush. To reduce energy consumption, the windows have been oriented for solar gain and are Low E argon filled to reduce energy loss. The entire heating, ventilation, and air conditioning system has been designed to minimize distribution loss by locating all equipment within conditioned spaces, which will

limit the number of bends in trunks and ductwork. The heating system includes a 70,000btu Armstrong high efficiency furnace. To reduce the heating demand, the entire home will be insulated with high efficient spray foam insulation. The appliances will be chosen based on the ENERGY STAR rating.

Consideration has been given to materials that are environmentally preferred products. The exterior of the building will be constructed with LEED certified materials by Longboard and CertainTeed. The flooring will be recycled content flooring and FSC certified hardwoods. Also for material efficient framing, the open web joists will be fabricated off site.

Awareness and education is a component in LEED Standards; to meet these objectives the applicant will receive operation and maintenance training with the mechanical contractor and builder. Also for education purposes, the applicant will be creating public awareness by using social media and blogging on the building process and the sustainable design features included in this project.

The applicant is applying for a five-year tax abatement of the incremental property taxes. According to the office of the City Assessor, the incremental increase in annual property taxes for the property is estimated to be \$1,985 based on the 2013 tax year. The maximum incentive amount would be \$9,925 (over five years). The value of this abatement over the five-year period, based on an earned incentive amount of 76 percent, is estimated to be \$7,543 or \$1,508.60 annually.

After a review of this application, the Administration has concluded that this project is consistent with the intent of VLAR Incentive Program Policy No. C09-035. The Administration is recommending that City Council approve the five-year property tax abatement commencing in the next taxation year after completion of the project.

OPTIONS TO THE RECOMMENDATION

City Council could decline support of this project. Choosing this option would represent a departure from VLAR Incentive Program Policy No. C09-035. The Administration is not recommending this option.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The incremental property tax abatement for the project at 803 Avenue R North is forgone revenue and will not impact the VLAR Incentive Reserve. However, the City will forgo 76 percent of the increase in tax revenue resulting from this project over a five-year period.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

No public and/or stakeholder involvement is required.

COMMUNICATION PLAN

There is no communication plan.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION:

The construction of the single unit dwelling at 803 Avenue R North is expected to be completed in March 2014. The property tax abatement, if approved, will begin the year following project completion and continue for five years.

ENVIRONMENTAL IMPLICATIONS

No environmental and/or greenhouse gas implications have been identified at this time.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

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

ATTACHMENT

1. Location Map – 803 Avenue R North

Written by: Pamela Larson, Planner

Reviewed by: “Alan Wallace”
Alan Wallace, Manager
Planning and Development Branch

Approved by: “Randy Grauer”
Randy Grauer, General Manager
Community Services Department
Dated: “September 4, 2013”

Approved by: “Murray Totland”
Murray Totland, City Manager
Dated: “September 8, 2013”

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Utility Services Department
DATE: August 29, 2013
SUBJECT: Evergreen Neighbourhood LED Roadway and Park Pathway Lighting
FILE NO: CK. 2000-5

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

- 1) that the standard for roadway and pathway lighting in Saskatoon be revised to include the use of Light Emitting Diode (LED) fixtures; and
- 2) that LED fixtures are considered for new roadway and pathway lighting installations and major lighting upgrade projects.

TOPIC AND PURPOSE

The purpose of this report is to request that City Council approve the addition of Light Emitting Diode (LED) fixtures to the City's standards for roadway and pathway lighting. Current standards used by Saskatoon Light & Power (SL&P) include High Pressure Sodium (HPS) and Metal Halide (MH) fixtures. The pilot project in the Evergreen subdivision has demonstrated LED fixtures are an acceptable equivalent and can meet current Illuminating Engineering Society (IES) standards for roadway lighting. Given their success, LED fixtures should be considered for all new installations and major upgrades for roadway and pathway lighting.

REPORT HIGHLIGHTS

1. The use of LED roadway and pathway lighting as a pilot project in the Evergreen neighbourhood was very successful and is now being recommended for broader implementation.
2. Using LED fixtures will have a positive environmental impact resulting in energy conservation and a reduction in greenhouse gas (GHG) emissions.
3. There are financial operating benefits to using LED fixtures for new installations and the capital cost of LED fixtures has decreased significantly in recent years.
4. Replacing every existing HPS or MH fixtures with LED fixtures is not recommended at this time due to the high capital cost.

STRATEGIC GOALS

Roadway lighting, using LEDs, is an emerging technology. Adding LED fixtures to the City's lighting standards supports the Continuous Improvement and Asset and Financial Sustainability Strategic Goals by utilizing this innovative technology to reduce energy requirements and lower operating costs. It also supports the Environmental Leadership Strategic Goal by supporting energy efficiency and reducing GHG emissions with no negative impact on the Strategic Goals for Sustainable Growth or Moving Around.

BACKGROUND

In October 2010, City Council gave approval for Saskatoon Light & Power (SL&P) to conduct a large-scale pilot project in the Evergreen neighbourhood to test and evaluate LED fixtures. A one-year evaluation period for the project was proposed before implementing the use of LED fixtures on a broader scale.

REPORT

LED Roadway and Pathway Lighting Fixtures in Evergreen

The purpose of the LED pilot project in Evergreen was to ensure that the fixtures would save the energy claimed, be durable in our climate, and to gain practical experience with their installation and operation. The pilot project was a cooperative effort between SL&P and the Land Branch to find new ways to implement energy efficient options in the new Evergreen neighbourhood. As of the end of July 2013, we have installed 396 LED fixtures (316 roadway, 80 pathway) in Evergreen. We have not experienced any concerns with shipping, storage, handling, or durability of the fixtures. Installation and operation of the fixtures has also not raised any concerns. Energy usage matches the manufacturer's rating and is found to be 55% less than for the equivalent installation using standard HPS fixtures for roadway lighting. The colour delivered by the fixtures is noticeably different from traditional HPS sources. The whiter option selected for the LED fixtures is more energy efficient and is perceived brighter for the same illumination. Your Administration has not received any feedback (negative or positive) in relation to the colour of the new LED fixtures.

Energy Conservation

The fixtures selected for the Evergreen project, consume 55% less electrical energy than the HPS equivalent. When the lighting for the Evergreen neighbourhood is completed, the reduction in electrical consumption will translate to a reduction in Greenhouse Gas (GHG) emissions of 300 tonnes CO₂e annually, which is the equivalent of removing 60 cars from the road.

Financial Operating Benefits

In general, LED fixtures are more expensive to purchase than standard High Pressure Sodium (HPS) or Metal Halide (MH) fixtures. Though more expensive, the price of LED fixtures has been steadily dropping and is becoming much more competitive as more jurisdictions move to using LED fixtures. As an example, prices quoted in 2005 were approximately \$1,000 per fixture and in 2010 were \$525 per fixture. Recent quotations indicate a price of about \$310 per fixture. A typical HPS fixture costs approximately \$120. For some specialty fixtures, as in those being used downtown, LED options may even be less expensive than the HPS option. For these reasons, it is now recommended that LED fixtures be included as part of SL&P's lighting standard.

The capital cost of fixtures is recovered from land developers for new areas of the city or through City capital projects such as new interchanges or freeways. Using LED fixtures would therefore have a capital cost implication for all developers in Saskatoon. However, there are significant financial operating benefits due to the lower energy consumption as noted in the Financial Implications section of this report. For these reasons, SL&P is recommending that LED fixtures be used for new installations and in areas where large-scale fixture replacements are required.

Individual Replacements Not Recommended

During the pilot LED implementation phase, an informal review of practices in other areas of the country revealed that some cities are starting to use LED for new installations, with very few cities replacing existing fixtures with LED fixtures on a large scale. Many have indicated that the relatively large capital investment to replace every fixture is cost prohibitive. Saskatoon Light & Power has approximately 22,000 street light poles and fixtures in its franchise and new subdivision areas.

While conventional streetlights use a bulb, LED fixtures have many light emitting diodes, lenses and reflectors. A simple one-for-one exchange may not necessarily meet the minimum requirements of the original lighting design, as the lighting pattern produced by LED fixtures is quite different from the bulb style fixtures. In addition to this, the colour of the light produced by the LED fixture may not be a close match with the adjacent HPS or MH fixtures. For these reasons, LED fixtures are not recommended as a replacement for individual fixtures in existing areas of the city. However, in situations where a group of fixtures is being replaced, SL&P will convert the area to LED where practical.

OPTIONS TO THE RECOMMENDATION

The recommendation is based on the use of LED fixtures as an equivalent to HPS or MH. If the recommendation is not approved, the Utility could continue installing HPS and MH fixtures.

With regard to upgrading all City-owned fixtures to LED, the recommendation is to upgrade fixtures on a roadway in select groups, not individually. An alternative would be to replace every fixture with LED fixtures. This is not recommended at this time. A full conversion program is estimated to cost \$12 million with an estimated reduction in operating costs of \$500,000 per year once complete. Simple payback would take 24 years.

A number of other lighting technologies exist, such as fluorescent and induction lighting. They may become viable alternatives for roadway lighting but are not feasible or practical at this time and are not being considered.

POLICY IMPLICATIONS

There are no known policy implications.

FINANCIAL IMPLICATIONS

In most cases, using LED fixtures for a lighting installation adds capital cost due to the greater fixture cost. For a typical residential roadway lighting project, using LED fixtures increases the capital cost by approximately \$310 per pole (or 10% of the total pole installation cost of approximately \$3,300). In the case of new land development, this additional capital cost is borne by the developer. For freeway and roadway interchange projects the capital cost is added to the City's total construction cost. This additional cost would also apply to park and pathway lighting projects and urban design lighting projects downtown. As LED fixtures continue to drop in price compared to HPS or MH equivalents, this incremental cost will reduce and may even become a savings.

From an operating perspective, the efficiency of LED fixtures decreases energy costs. For a typical year, if 600 LED fixtures were installed instead of HPS, electricity costs to the City could be reduced by as much as \$15,000 per year. As the cost of electricity rises, this savings will increase.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Since first installing LED fixtures in Evergreen, SL&P has received no negative feedback from the public regarding any difference in the lighting provided.

The content of this report was presented to the Developer Liaison Committee. Feedback from the committee members endorsed the use of LED fixtures and comments were generally positive. Developers had received, for the most part, positive feedback from the public, with a few comments regarding the glare produced by the fixtures.

COMMUNICATION PLAN

Information on the use of LED street light fixtures in Saskatoon will be communicated through a Public Service Announcement, social media, the SL&P website and in the 2013 Service, Savings and Sustainability Report.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

If the recommendation is accepted, the standards for roadway and pathway lighting will be immediately updated to include LED fixtures and LED fixtures will be considered for any new lighting projects or major upgrade projects not already underway.

ENVIRONMENTAL IMPLICATIONS

The recommendation will have a positive impact on reduction of Greenhouse Gas (GHG) emissions. LED fixtures for roadway and pathway lighting applications typically consume less than half the energy of an equivalent standard HPS fixture. Roadway LED fixtures in Evergreen consume 55% less electricity than the equivalent with

standard HPS fixtures. SL&P currently installs approximately 600 new fixtures each year, so extensive use of LED fixtures could reduce future GHG production by 138 tonnes CO₂e, which is equivalent to removing 30 cars from the road each year.

Additional energy savings from reduced operational requirements may be realized through longer maintenance intervals due to longer lamp life (replace LEDs every 15-20 years versus HPS lamps every 5-7 years). There are additional environmental benefits as LED fixtures are typically mercury and lead free and have no special requirements for disposal.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

It is important that appropriate lighting standards be maintained to facilitate safe use of our roadways and pathways. LED roadway lighting is typically designed to produce a clear white fixture that improves visual acuity and natural colour rendering over HPS fixtures.

A CPTED review will not be required.

PUBLIC NOTICE

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

Written by: Brendan Lemke, P.Eng, Engineering Manager, Saskatoon Light & Power

Approved by: "Jeff Jorgenson"
 Jeff Jorgenson, General Manager,
 Utility Services Department
 Dated: Sept 5, 2013

Approved by: "Murray Totland"
 Murray Totland, City Manager
 Dated: Sept 9, 2013

His Worship the Mayor and City Council
The City of Saskatoon

REPORT

of the

AUDIT COMMITTEE

Composition of Committee

Councillor M. Loewen, Chair
Councillor C. Clark
Councillor R. Donauer
Councillor A. Iwanchuk
Councillor Z. Jeffries

1. Internal Audit Plan – 2013 – 2014
(File No. CK. 1600-3)

RECOMMENDATION: that the revised 2013-2014 Audit Plan be approved.

City Council, at its meeting held on July 17, 2013, approved the 2013-2014 Audit Plan, which included 175 unallocated audit hours. In further discussions with the Administration, Garman, Weimer and Associates Ltd. submitted the attached letter dated September 11, 2013, regarding allocation of the remaining hours. Your Committee has reviewed and supports approval of the revised audit plan as recommended above.

2. Audit Report – Land Branch and Real Estate Services – City Owned
Land Rental Revenue Program Audit
(File No. CK. 1600-24)

RECOMMENDATION: that the information be received.

In accordance with the process developed for release of summary reports on in-camera audits once they are reviewed by the Audit and Executive Committees, attached is a one-page summary of the Audit Report – Land Branch and Real Estate Services – City-Owned Land Rental Revenue Program.

Report No. 5-2013
Audit Committee
Monday, September 23, 2013
Page 2

The summary report will be placed on the City's website under "A" for Audit Reports, once received by City Council.

**3. Audit Report – Revenue Branch Revenue Collection System
(File No. CK. 1600-19)**

RECOMMENDATION: that the information be received.

In accordance with the process developed for release of summary reports on in-camera audits once they are reviewed by the Audit and Executive Committees, attached is a one-page summary of the Audit Report – Revenue Branch Revenue Collection System.

All summary audit reports previously reviewed by City Council are available on the City's website under "A" for Audit Reports.

Respectfully submitted,

Councillor M. Loewen, Chair



September 11, 2013

City of Saskatoon – City Clerk’s Office
222-3rd Avenue North
Saskatoon, Saskatchewan S7K 0J5

Internal Audit Plan – 2013 - 2014

The Internal Audit Services Agreement (the Agreement) between the City of Saskatoon and Garman, Weimer & Associates Ltd. includes provision to provide 1,400 direct internal audit project hours per year and requires the development of a Corporate Audit Plan for the approval of the Audit Committee.

At its meeting on July 17, 2013, City Council approved the 2013-2014 Corporate Audit Plan that included 175 unallocated audit hours. Since that time, Garman, Weimer & Associates Ltd. has discussed the unallocated hours with the City Manager and General Manager Corporate Services and the potential for conducting an internal audit at the Saskatoon Public Library was proposed.

Garman, Weimer & Associates Ltd. met with the Director of Libraries and the Library Business Administrator and an internal audit of the Saskatoon Public Library’s payroll system was determined to be appropriate at this time.

At its meeting on September 11, 2013, the Audit Committee approved the attached Corporate Audit Plan.

Respectfully submitted,

Nicole Garman, CA, CIA
Garman, Weimer & Associates Ltd.
(306) 373-7611

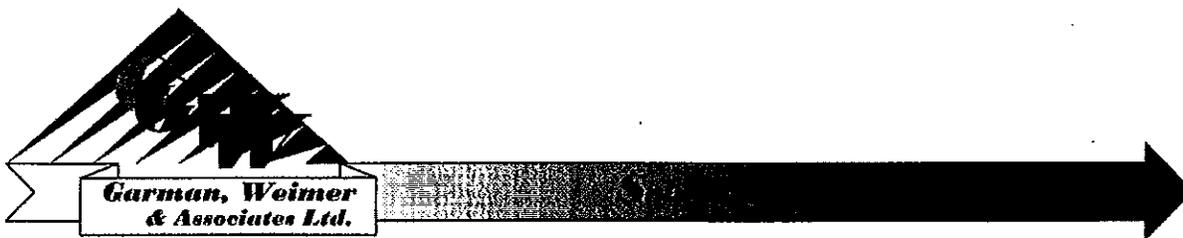
Attachments: A – City of Saskatoon Corporate Audit Plan – Financial System Audits

Attachment A: City of Saskatoon Corporate Audit Plan – Financial System Audits

Auditable Unit	Audit Type	Dept/ Board	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	Total
Follow-up Audits	FUP	AC	27.50	355.50	69.50	97.50	25.00	575.00
Tangible Capital Assets	Other	CS	250.00					250.00
Audit Plan Development	Other	AC	140.00					140.00
Federal/Provincial Grant Audits	Other	CS	55.50		79.50	15.00		150.00
Impound Lot	Revenue	IS	135.00	78.75	11.25			225.00
TCU Place	Payments	TCU	255.00					255.00
Class System	Revenue	CY	225.00					225.00
Transit 1	Payroll	US	15.00					15.00
Transit 2	Payroll	US	169.50	130.50				300.00
Garbage Collection	Revenue	US	15.00	135.00				150.00
CUC	Payments	CUC	112.50	112.50				225.00
Mendel Art Gallery	Payments	MAG		225.00				225.00
Fire	Payroll	F&PS		120.00	30.00			150.00
TCU Tickets	Revenue	TCU		142.75	32.25			175.00
Safeguarding Civic Facilities	Other	IS		62.50	62.50			125.00
V&E	Payroll	IS		37.50	105.00	7.50		150.00
SL&P	Payroll	US			96.25	78.75		175.00
Land Branch Lease/Rental	Revenue	CY			106.25	18.75		125.00
Administration of Civic Grants	Other	CS			125.00			125.00
Transit	Revenue	US			225.00			225.00
TCU Payroll	Payroll	TCU			225.00			225.00
Community Services	Payroll	CY			78.75	146.25		225.00
Affordable Housing	Other	CY			153.75	71.25		225.00
Corporate Payroll	Payroll	CS				350.00		350.00
Cashier System	Revenue	CS				225.00		225.00
CUC	Revenue	CUC				265.00		265.00
Woodlawn Cemetery	Revenue	IS				125.00	50.00	175.00
CUC	Payroll	CUC					225.00	225.00
Leisure Services - Civic Centres, Outdoor Pools, Forestry Farm, Golf Courses (RecTrac System)	Revenue & Inventory (Golf)	CY					350.00	350.00
Inventory Management	Inventory	CS					225.00	225.00
Landfill	Revenue	US					175.00	175.00
Animal Licensing	Revenue	CS					175.00	175.00
Saskatoon Public Library	Payroll	SPL					175.00	175.00
Audit Hours Allocated			1400.0	1400.0	1400.0	1400.0	1400.0	7000.0
Audit Hours Required			1400.0	1400.0	1400.0	1400.0	1400.0	7000.0
Difference			0.0	0.0	0.0	0.0	0.0	0.0

Note: Estimated audit hours are based upon management's representations in the risk assessment questionnaires received by Garman, Weimer & Associates Ltd. If actual conditions are significantly different from what was described, the estimated resource requirements will change.

2.



September 1, 2013

City of Saskatoon – City Clerk’s Office
Attention: Secretary – Audit Committee
222-3rd Avenue North
Saskatoon, Saskatchewan S7K 0J5

**Audit Report – Land Branch & Real Estate Services – City Owned
Land Rental Revenue Program Audit**

The 2011-2012 Corporate Audit Plan included provision to conduct a financial system audit of the Land Branch & Real Estate Services – City Owned Land Rental Revenue Program.

The City Owned Land Rental Revenue program of the Land Branch, Community Services Department and the Real Estate Services of the City Manager’s Office is responsible for leasing unimproved City owned land. The most significant types of leases are farm land leases, advertising leases, tax enforcement property leases and long term leases through the industrial land incentive program.

City owned land rental revenue was \$1,157,598 in 2011 (budgeted \$915,900) and budgeted revenues for 2012 were \$1,106,900 and 2013 are \$1,305,000.

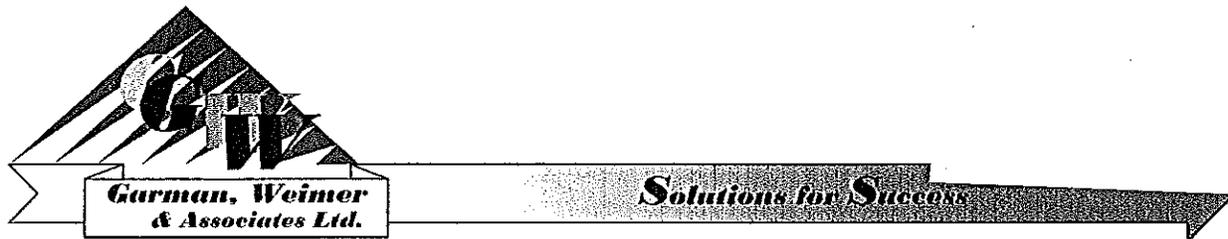
The objectives of the audit were to determine whether adequate systems, practices and controls are in place to ensure:

- Complete, accurate and timely billing and collection of revenue,
- Adjustments are valid and accurately processed, and
- Opportunities for theft, fraud and misappropriation are minimized.

Management is currently working on implementation of the recommendations.

Respectfully submitted,

Ian E. Weimer, CMA, CRMA
Garman, Weimer & Associates Ltd.
(306) 652-1852



3.

June 24, 2013

City of Saskatoon – City Clerk's Office
Attention: Secretary – Audit Committee
222-3rd Avenue North
Saskatoon, Saskatchewan S7K 0J5

Audit Report – Revenue Branch Revenue Collection System

The 2012-2013 Corporate Audit Plan included provision to conduct a financial system audit of the Revenue Branch revenue collection system. This financial system was last subject to internal audit by Robert Prosser & Associates Inc. in 2005.

The Revenue Branch is responsible for the collection of revenue for the majority of municipal revenue streams, including property taxes, utilities, parking tickets, transit passes and tickets, sundry accounts receivable, animal licenses and fines, and payment of municipal licenses and fines, among other miscellaneous items. Payments are received as cash, cheque, debit, or automatic transfer in person by cashiers in City Hall and through the mail by remittance.

The Payment Manager System, implemented in 2011, is used to record payments and update accounts receivable, revenue sub-systems and the general ledger. In 2012, 154,000 payment transactions with a total value of \$224.1 million were processed (142,000 transactions valued at \$179.3 M - 2011).

The overall objective of the audit was to determine whether adequate systems, practices and controls are in place to ensure:

- complete, accurate and timely recording and collection of revenues,
- adjustments are valid and accurately processed, and
- opportunities for theft, fraud and misappropriation are minimized.

Management is currently working on implementation of the recommendations.

Respectfully submitted,

A handwritten signature in cursive script that reads 'Sharon Kuemper'.

Sharon Kuemper, CA, CIA
Garman, Weimer & Associates Ltd.
(306) 281-3833

His Worship the Mayor and City Council
The City of Saskatoon

REPORT
of the
EXECUTIVE COMMITTEE

Composition of Committee

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

**1. Acquisition of Land for the North Commuter Parkway,
L&L Gravel and Ranching Co. Ltd.
(File No. CK. 4020-1 x 6050-10)**

RECOMMENDATION:

- 1) that the Real Estate Manager be authorized to purchase a portion of the NE and NW $\frac{1}{4}$ sections of 23-37-05 W3 (refer to Attachment 1), comprising of approximately 22.48 acres from L&L Gravel and Ranching Co. Ltd. At a purchase price of \$533,203;
- 2) that the City Solicitor's Office administer the required documentation to complete this transaction, with His Worship the Mayor and the City Clerk authorized to execute the agreement under the Corporate Seal; and
- 3) that all costs associated with the land acquisition be charged to the North Commuter Parkway Project.

Your Committee has considered and supports the following report of the City Manager dated September 9, 2013, regarding the purchase of vacant land required for the North Commuter Parkway:

“TOPIC AND PURPOSE

To receive approval for the purchase of a portion of the NW and NE ¼ sections of 23-37-05 W3, comprising of approximately 22.48 acres of vacant land required for the North Commuter Parkway.

REPORT HIGHLIGHTS

1. The City of Saskatoon requires the lands for the future North Commuter Parkway.
2. Terms of the Agreement include access to surrounding land during the construction period.

STRATEGIC GOAL

The North Commuter Parkway Project supports the City’s Strategic Goal of “Moving Around” by linking the two sides of the river in a location that will enhance traffic flow in the city’s northeast and northwest.

BACKGROUND

The functional plan for the North Commuter Parkway Project was approved at the May 21, 2013, City Council meeting. The Integrated Growth Plan identified the desire to provide an additional river crossing to the Perimeter Highway for commuter traffic between east side neighbourhoods and the north end employment area.

As shown on Attachment 1, the proposed location of the North Commuter Parkway includes a road through a portion of the NW and NE ¼ sections of 23-37-05 W3.

REPORT

Land for future North Commuter Parkway Project

Portions of the NW and NE ¼ sections of 23-37-05 W3 are required to accommodate the proposed alignment of the North Commuter Parkway, as shown on Attachment 1.

Terms of the Agreement

The City's Real Estate Services has negotiated a purchase agreement with the property owner. Noteworthy details of the Agreement are as follows:

Purchase Price

- \$533,203 with an initial deposit of \$33,203.
- The purchase price would be paid as follows:
 - \$450,000 on September 30, 2013
 - \$50,000 (less adjustments) on Closing (subsequent to subdivision)

Conditions Precedent

- City Council approval by September 25, 2013.

Other Terms and Conditions of the Agreement

- Access Agreement for lands shown on Attachment 1 as the 'Temporary Construction Area' – access will be permitted throughout the construction period.
- Compensation in the amount of \$11,140 will be paid for the loss of crop-share income from the Temporary Construction Area throughout the construction period.
- Compensation in the amount of \$10,000 will be paid for disturbance and inconvenience.
- The City may register an Interest against the title for the balance of the lands should the remaining lands be developed as a future neighbourhood.

OPTIONS TO THE RECOMMENDATION

There are no options as these lands are required to accommodate the approved alignment of the roadway.

POLICY IMPLICATIONS

There are no identified policy implications.

FINANCIAL IMPLICATIONS

In December 2012, City Council, through budget deliberations, approved the use of \$10 million currently allocated towards the Traffic Bridge replacement as an interim source of funding to begin the land assembly process for the North Commuter Parkway Project.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Real Estate Services has discussed this purchase with both the City's Transportation Department and the Land Branch.

COMMUNICATION PLAN

A communication plan for this aspect of the Commuter Bridge project is not required at this time.

DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION:

At this time, no date has been identified for follow-up or project completion.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PRIVACY IMPACT

There are no privacy implications.

SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

A CPTED review is not required.

PUBLIC NOTICE

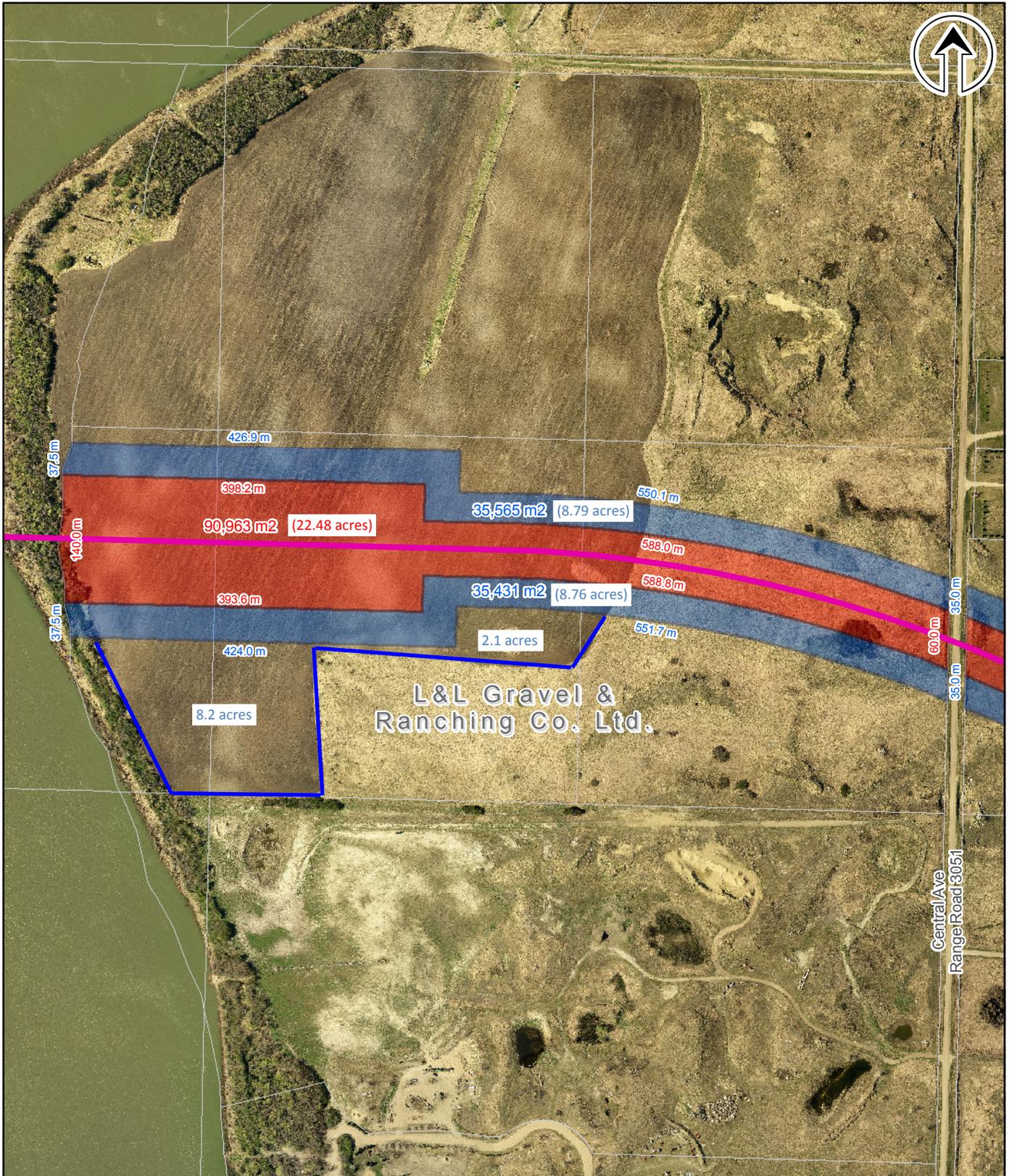
Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

ATTACHMENT

1. Drawing Indicating Land for Acquisition.”

Respectfully submitted,

His Worship Mayor D. Atchison, Chair



W:\Office\Corporate Projects\6005-58 North Commuter Bridge\09 - Surveys and Designs\figs\working_easements_2_20130522.pdf
 2013-05-22 By:dwillem

May 2013
 6050-104-44



Legend:

- Proposed Right-of-Way / Land Acquisition
- Temporary Construction Area

Scale: 1:6,000

Project: NORTH COMMUTER PARKWAY

Figure No.: -

Title/Subject: Proposed Land Acquisition, Right-of-Ways, and Easements Site 2 - L&L Gravel

COMMUNICATIONS TO COUNCIL

MEETING OF CITY COUNCIL – MONDAY, SEPTEMBER 23, 2013

A. REQUESTS TO SPEAK TO COUNCIL

1) Marcel D'Eon, dated September 17

Requesting permission to address City Council with respect to the Traffic Bridge. (File No. CK. 6050-8)

RECOMMENDATION: that Marcel D'Eon be heard.

B. ITEMS WHICH REQUIRE THE DIRECTION OF CITY COUNCIL

1) Trevor Bennett, dated September 4

Commenting on various civic issues. (File No. CK. 150-1)

RECOMMENDATION: that the information be received.

2) Kaillie Wald, dated September 4

Commenting on road conditions. (File No. CK. 6315-1)

RECOMMENDATION: that the information be received.

3) Wilf Martin, undated

Commenting on proposed tax increase for road repairs. (File No. CK. 6315-1 & 1920-1)

RECOMMENDATION: that the information be received and included with the Roadway Financial Management Strategy file for consideration during the 2014 Budget Deliberations.

**4) Elliot Paus-Jenssen, Candace Skrapek and Murray Scharf
Saskatoon Council on Aging, undated**

Thanking City Council for adding an age-friendly focus to the strategic plan and for continued commitment to positive aging in Saskatoon. (File No. CK. 5500-1)

RECOMMENDATION: that the information be received.

5) Rosika Butcher, dated September 6

Commenting on chained dogs in backyards. (File No. CK. 152-1)

RECOMMENDATION: that the letter be referred to the Advisory Committee on Animal Control for further handling.

Items Which Require the Direction of City Council
Monday, September 23, 2013
Page 2

6) Nicola Tabb, dated September 10

Requesting City Council consider an Improvement District for the 33rd Street Area. (File No. CK. 1680-1)

RECOMMENDATION: that the direction of Council issue.

7) Harvey Surprenant, dated September 10

Commenting on vehicle damage from a tree. (File No. CK. 281-1)

RECOMMENDATION: that the information be received.

8) Robin Tiffin, dated September 11

Commenting on Bill C-322. (File No. CK. 127-1)

RECOMMENDATION: that the information be received.

9) Dan Paulsen, Fire Chief/General Manager, dated September 11

Requesting City Council proclaim the week of October 6 to 12, 2013 as Fire Prevention Week and requesting a temporary closure of the southbound lanes of Diefenbaker Drive, between 22nd Street and Laurier Drive, on Wednesday, October 9, 2013, from 6:00 p.m. to 8:30 p.m. for Fire Prevention Week events. (File No. CK. 205-5 and 6295-1)

RECOMMENDATION:

- 1) that City Council approve the proclamation as set out above and the City Clerk be authorized to sign the proclamation, in the standard form, on behalf of City Council; and
- 2) that the request for a temporary closure of the southbound lanes of Diefenbaker Drive, between 22nd Street and Laurier Drive, on Wednesday, October 9, 2013, from 6:00 p.m. to 8:30 p.m. for Fire Prevention Week events be approved subject to any administrative conditions.

**Items Which Require the Direction of City Council
Monday, September 23, 2013
Page 3**

10) Lon Neufeld, dated September 17

Commenting on the Traffic Bridge. (File No. CK. 6050-8)

RECOMMENDATION: that the information be received.

11) Sharlene Scriven, dated September 18, 2013

Commenting on Rider Pride. (File No. CK. 150-1)

RECOMMENDATION: that the information be received.

12) Elaine Long, Secretary, Development Appeals Board, dated September 3

Advising of Notice of Hearing of the Development Appeals Board with respect to the property located at 339 Avenue A South. (File No. CK. 4352-1)

RECOMMENDATION: that the information be received.

13) Elaine Long, Secretary, Development Appeals Board, dated September 16

Advising of Notice of Hearing of the Development Appeals Board with respect to the property located at 312 Avenue B South. (File No. CK. 4352-1)

RECOMMENDATION: that the information be received.

C. ITEMS WHICH HAVE BEEN REFERRED FOR APPROPRIATE ACTION

1) Richard Huziak, Chair, Saskatchewan Light Pollution Abatement Committee dated September 4, 2013.09.17

Commenting on billboarding and signage on South Circle Drive and South Bridge. (File No. CK. 6350-13) (Referred to the City Manager for consideration and inclusion in the file.)

2) Muhammad Zeeshan, dated September 4

Commenting on sidewalk repair. (File No. CK. 6315-1) (Referred to the Administration for further handling and to respond to the writer.)

3) Clifford Matthews, dated September 4

Commenting on sidewalks and Access Transit. (File No. CK. 6220-1) (Referred to the Administration to respond to the writer.)

4) Martin Wilson, dated September 5

Commenting on recent power outages. (File No. CK. 1905-6) (Referred to the Administration to respond to the writer.)

5) Brittney Holland, dated September 6

Commenting on bus service to Evergreen neighbourhood. (File No. CK. 7310-1) (Referred to the Administration for further handling and to respond to the writer.)

6) Kevin Doherty, Minister of Parks, Culture and Sports, dated September 9

Commenting on proposed establishment of provincial athletics commission. (File No. CK. 175-24) (Referred to the Administration for any appropriate action.)

7) Bernie Mazurik, dated September 13

Commenting on property tax. (File No. CK. 1930-1) (Referred to the Administration to respond to the writer.)

Items Which Have Been Referred for Appropriate Action
Monday, September 23, 2013
Page 2

8) Meghan Folnovic, dated September 12

Commenting on street sweeping in Evergreen. (File No. CK. 6315-1) **(Referred to the Administration for appropriate action and to respond to the writer.)**

9) Joshua Epp, undated

Commenting on the intersection of Millar Avenue and 71st Street. (File No. CK. 6320-1) **(Referred to the Traffic Safety Committee for further handling.)**

10) Doris Curths, dated September 16

Commenting on accessibility of Gordon Howe Bowl. (File No. CK. 4205-7-2) **(Referred to the Administration for further handling and to respond to the writer.)**

11) Harvey Peever, dated September 16

Commenting on the off ramp from Highway 16 onto Circle Drive. (File No. CK. 6315-1) **(Referred to the Administration to respond to the writer.)**

12) Paul Hanley, dated September 17

Commenting on the Saskatoon Community Wind Project. (File No. CK. 375-4) . (File No. CK. 375-4) **(Referred to the Administration for further handling and to respond to the writer.)**

13) Lena Syrovyy, dated September 17

Commenting on the Saskatoon Community Wind Project. (File No. CK. 375-4) **(Referred to the Administration for further handling and to respond to the writer.)**

RECOMMENDATION: that the information be received.

D. **PROCLAMATIONS**

1) **Carla Loney-Tindall, Chair, AFP National Philanthropy Day, dated August 27**

Requesting City Council proclaim Friday, November 5, 2013 as National Philanthropy Day. (File No. CK. 205-5)

2) **Jennifer Brigden, Coordinator, Marketing and Communications, Canadian Breast cancer Foundation – Prairies/NWT Region, dated September 1**

Requesting City Council proclaim October 2013 as Breast Cancer Awareness Month. (File No. CK. 205-5)

3) **Sharon Cunningham, Executive Director, Saskatoon Interval House Inc., dated September 4**

Requesting City Council proclaim October 6 to 12, 2013 as Saskatoon Interval House Inc. Week. (File No. CK. 205-5)

4) **Greg Fleet, Executive Director, John Howard Society of Saskatchewan dated September 5**

Requesting City Council proclaim October 21 to 25, 2013 as John Howard Society of Saskatchewan Week. (File No. CK. 205-5)

5) **Rhonda Rosenberg, Executive Director, Multicultural Council of Saskatchewan, dated September 9**

Requesting City Council proclaim November 16 to 24, 2013 as Saskatchewan Multiculturalism Week.

6) Jim McKinny, Secretary Remembrance Day Committee, dated September 10

Requesting City Council proclaim November 5 to 11, 2013 as Veterans' Week.
(File No. CK. 205-5)

- RECOMMENDATION:**
- 1) that City Council approve all proclamations as set out in Section D; and
 - 2) that the City Clerk be authorized to sign the proclamations, in the standard form, on behalf of City Council.

6050-8
RECEIVED

From: Marcel D'Eon [saskatoonurbanbridge@gmail.com]
Sent: September 17, 2013 10:30 AM
To: City Council
Subject: [SPAM] - Traffic Bridge - Found word(s) report in the Text body

SEP 17 2013
CITY CLERK'S OFFICE
SASKATOON

I would like the opportunity to address Council at the September 23 meeting concerning the traffic bridge.

I am convinced that this bridge needs to be dedicated to active forms of transportation as (1) a pleasant and safe corridor for commuters and (2) a magnificent addition to the river trails and park experience. Such a bridge would quickly become an attraction for residents and visitors alike. Crossing the existing bridges with motor traffic is noisy, dusty, smelly and sometimes wet.

We don't need another traffic bridge with two others already within a kilometre of each other. The engineering report published in 2011 concluded that two lanes of traffic would only make a marginal difference to traffic patterns in the city downtown area.

Finally, I want to point out that the previous consultation processes were flawed. More people by a wide margin picked a walking/biking bridge as their first or second choice. Then, on Sept 13, 2010, Council at the time voted to move 4 options forward not one of which was an active transportation option.

Marcel D'Eon
333 Ottawa Ave South
Saskatoon
306-343-9252 (h)
306-292-9950 (c)

B⁵⁰1

From: CityCouncilWebForm
Sent: Wednesday, September 04, 2013 8:49 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Trevor Bennett
1215 14th. St east
Saskatoon, Saskatchewan
S7H0A5

EMAIL ADDRESS:

CodenameEagleone@outlook.com

COMMENTS:

Dear, mayor and city council my name is Trevor Bennett I am 16 years old and my problem with the city is the steets in the the less driven streets, the security in the stores around the city isn't strong enough and the police force must be stronger than it is and better trained than the Canadian military if not equivalent, and the drug use in schools in saskatoon I know one school that has its own place for doing drugs and that school is Walter Murray Collegiate institute it is a really big problem, and the environment in saskatoon there must be more trees and plants planted all around saskatoon and trash must be cleaned up around saskatoon. Please fix these problems.

6315-1
(32)

From: CityCouncilWebForm
Sent: Wednesday, September 04, 2013 8:00 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Kaillie Wald
26 Rossmere Cres. SE
Medicine Hat, Alberta
T1B 2H4

EMAIL ADDRESS:

pkwald@shaw.ca

COMMENTS:

Good Morning,

Congratulations, first of all, to the city of Saskatoon, for it's recent growth in size and numbers! Being a former resident, it is nice to see the city evolve. However, I must bring forth a complaint, or concern, if you will. While on my drive back to Medicine Hat, on August long weekend, I was absolutely shocked when my two children, the dog, and I came into contact with what seemed to be a large crater in the middle of the overpass/ exit onto 22nd street, in the Confederation area, leaving us with a flat tire. I often get confused with that area, and was paying close attention to the signs, when I, at last minute, notice the pothole in the middle of the overpass, and could simply not avoid it.

As it stands, I, and my family, were stuck in one of the worst possible places to be, waiting for a tow truck, on a long weekend Monday. One person stopped to encourage us to get off of the road, as it was, in fact, terribly dangerous. When I told him that I could not exit the car (onto the freeway) with my children, but was told to wait for the tow truck, he urged me to "at least wear [my] seat belt". That same good samaritan was releaved when he'd notice a fire truck coming up behind us, saying, " oh good, they'll help you out", followed by, " or not!", as the fire truck drove by without even slowing down.

Furthermore, I really appreciated being given "the bird" on more than one occasions, but other motorist, as if I'd chosen to simply stop on the freeway for no other reason than to talk on my phone. (Please note the heavy sarcasm in that last comment).

I do have to say that the tow truck driver, originally from the East Coast, was next to saintly. Were it not for him, I wouldn't have gotten home safely.

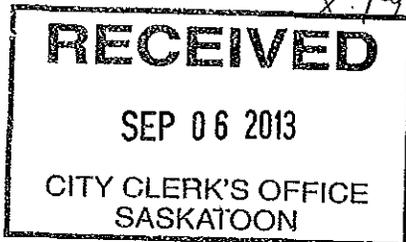
I guess my point is this- it's great to build ring roads, and expand the city as needed, but regular maintenance on the smallest of things needs to be a priority. Those little things make a difference in how people perceive your city, and the memories they take away from their time there. Please take my comments into consideration.

Thank you for your time.

-Kaillie Wald

6315-1
x.1920-1
(B3)

TAX INCREASE FOR ROADS



SASKATOON CITY COUNCIL:

I would like to have council consider two issues: The first being the repair of potholes and the second being the street sweeping in our city. Since Mr. Totland took over as city manager things have gone from bad to worse.

I must say when I learned of another major tax increase for street repairs I was appalled. I identify the two streets only and there are many I can identify. In these two examples city crews are extremely inefficient and this is common in the north end of the city . The area around 47th street and Wentz avenue a very busy industrial area. The city sent a large crew to repair massive holes five times and only repaired one or two holes at a time. I believe a complete and inefficient way of spending tax money.

The next is a residential area on Silverwood Rd. between O'Brien Cr. and Lenore Dr. where a similar type of work was done with a crew sent several times and only one pothole repaired at a time.

The inefficient way the managers are scheduling and carrying out repairs would not be any better if a 20 percent tax hike took place. The managers either must be more responsible or fired. There is no option. These people would not survive in the private sector.

The next subject I would like to address is the street sweeping. I don't understand why the department can't work together. Lenore Dr for instance was swept then the boulevard is swept back onto the street and sits for a week or more causing unbearable dust in the area. I used other routes as this was not safe for driving. This is a yearly event for many years.

I must address the embarrassing street sweep on Idylwild Dr. this year during the Memorial Cup. I was a Team Host staying with a team at a downtown Hotel. The city decided after sweeping Idylwild Dr just when event was starting to do the boulevards for many blocks and sweep mounds of dirt onto the street

and it was left there during the entire event. I must say riding in a team bus and unable to see any of our city was not safe and an embarrassment.

I see the only way to deal with these two issues is to either make the managers of these areas more accountable or replace them. You can raise taxes until we can't pay anymore (almost there) or the city work crews become more efficient.

I would like to see more private contracting in place as this gets away from the inefficient union work that is done.

Thank you for reading this from a very concerned and frustrated citizen.

Wilf Martin

219 O'Brien Cr

Saskatoon

5500 BYD
RECEIVED
SEP 06 2013
CITY CLERK'S OFFICE
SASKATOON

His Worship Donald J Atchison and Members of City Council
City of Saskatoon
222 Third Avenue North
Saskatoon, SK
S7K 0J5

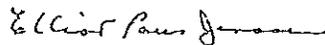
Dear Mayor Atchison and City Council:

On behalf of the Saskatoon Council on Aging (SCOA) and the older adult population of Saskatoon, we extend our appreciation to the City of Saskatoon for the inclusion of a new four year priority to "develop age-friendly initiatives to enhance the quality of life as people age" as part of the City of Saskatoon 2013 – 2022 Strategic Plan. We believe that this is a positive step towards supporting Saskatoon's older adult's efforts to lead involved, healthy and independent lives. It is also in line with the City's vision of Saskatoon as an exciting place to live, work and play. We look forward to seeing the meaningful and tangible results of your commitment and will be pleased to assist you in this effort.

As you are aware, the **Age-Friendly Saskatoon Initiative** is aimed at establishing Saskatoon as an "age-friendly" city where older adults lead healthy independent lives and are active and engaged members of the Saskatoon community. The City of Saskatoon has generously supported the **Age-Friendly Saskatoon Initiative** through **Phase I** activities centered on a community assessment involving over 500 older adults and older adult caregivers who shared their "lived" experience, and **Phase II** activities focused on assessing Saskatoon's assets and gaps, and establishing community goals describing recommended strategic actions for inclusion in key stakeholders' strategic action plans. **Phase II** is nearing completion and SCOA expects to present the **Age-Friendly Saskatoon Initiative: Phase II** findings report, including recommended strategic actions, to City Council in the fall of 2013.

Again, thank you for adding an age-friendly focus to your strategic plan and for the City's continued commitment to positive aging in Saskatoon. SCOA is extremely appreciative of the support and productive relationship that has developed with the City of Saskatoon around the Age-Friendly Saskatoon Initiative and other areas of interest to Saskatoon's older adults. We look forward to our future work together.

Sincerely,



Elliot Paus-Jenssen
President



Candace Skrapek
Co-Chair Age-Friendly
Steering Committee



Murray Scharf
Co-Chair Age-Friendly
Steering Committee

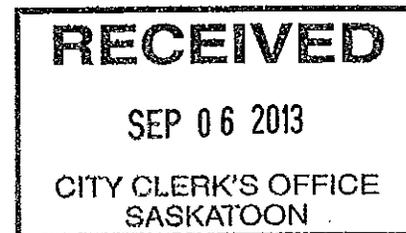
cc: June Gawdun, Executive Director

Located in the Saskatoon Field House, 2020 College Drive, Saskatoon, SK S7N 2W4
PH(306) 652-2255 FAX (306) 652-7525 admin@scoa.ca www.scoa.ca



B5)
152-1

From: CityCouncilWebForm
Sent: September 06, 2013 3:47 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Rosika Butcher
113 32nd St. West
Saskatoon, Saskatchewan
S7L 0S2

EMAIL ADDRESS:

randkbutcher@sasktel.net

COMMENTS:

Dear City Council,

I would like to address the issue of chained dogs in backyards. This is an issue that we have just finished dealing with in our neighbourhood. Thankfully, due to the coaxing of several neighbours a very young and, not spayed, female dog has been rescued from the clutches of a chain so tight around her little neck that it has left a frightening image in our minds of what a horrible and mindless, painful and abusive existence these poor animals face day in and day out. Our city is supposed to shine!!! Now, I know that there is a lot to do to keep a city running smoothly and to make sure that all is well within our city limits, but, in order for our city to truly shine, chaining of any animal in a backyard, 24/7 without appropriate shelter, continuous fresh food and water, medical attention, veterinary care when needed, love, care and compassion, and the love of its master must come to an end. Thankfully, this little puppy who is just finishing being in heat, would have been left to its own defenses and would probably have perished by now as no one took care of it. Animal Control and SPCA are powerless to the savvy owners who plead ignorance, promise to do better or the right thing and then don't do anything except continue the abuse, continue yelling at the dog to quit barking without even coming outside to see why their animal is barking; continue abusive and inhumane handling of their animal and simply don't care. This puppy was tormented by passersby, kids on bike riding into the yard, foul-mouthed owners who never used a kind word. This puppy is now recovering in a loving neighbour's home; she is eager to learn and please and follows her new owner around as though being glued to her. Extraordinary care, compassion and love has been bestowed upon this puppy whose neck was blistered and fur gone with chain marks on her young and tender neck; a horrific sight as I help bathe the filth of her the first night of her freedom. Heartbreak is not even strong enough of a word to express what I saw. The pads of her feet torn and grazed due to splinters of glass in the 5ft patch she had to endlessly pace back and forth all day long, are finally healing, and she is learning to trust people and realize that not all of us are evil or abusive. I cannot stress enough that this type of life for any dog, no matter what breed, needs to change. It is us, the people, who create dogs that are vicious by our very actions of how we do or do not treat them. It is by our very "intent" of how we decide to house and or not house these animals, leaving them to endure unfathomable, endless neglect, abuse, elements of weather no matter what kind, the action of

strangers young or old and the elements of nature in general that forms the temperament or disposition of any living animal. It is more than time that Saskatoon take this problem seriously. As indicated previously, Animal Control and the SPCA can only do so much and the people who treat their animals this way know that. They do not patrol during the night time and resources are limited and that is a shame. No living creature, man or animal should EVER be chained. We make our animals kind or mean by how we treat them. We are either the caring and loving animal owners or not, we are the creators of their tolerance to others and life in general. We all need to work harder to free this city from the many unknown hidden or not hidden chained dogs in our city. This is an atrocious act and should be punishable. The people who do this couldn't last a 10 minutes chained to a tree or fence 'FOREVER'. What a horrible, horrible existence. Saskatoon needs to put an end to this type of animal treatment. Some cases must be so horrible that they could never be divulged. Won't you please, please consider taking our Animal Cruelty Act and including the DO NOT CHAIN YOUR DOG IN YOUR YARD 24/7, ever, not even for one day. If you don't want to take care of a dog, don't get one. If you just want a dog for a guard dog, there are better ways to train and treat your animal. Just think, 33 degrees C, an empty water dish all day, a scrap of food ... maybe, you bark and your owners yells at you from the back door to shut up damn dog!!! It is raining and you do not have dry shelter yet you are being forced to get into a shelter not adequate in size with a soaking wet blanket that is on the ground in the dog house because there is no floor to it. Bugs, spiders, mean, uncaring people and kids walking by picking up the alley dirt and throwing it at you, no comfort from the icy cold winter, not an ounce of care, not a loving touch, nothing except hopelessness and loneliness and then when you do what you think you master wants from you, you get more belligerence and abuse. Could you live this way? 24/7 on a chain or in an enclosure surrounded by tarps and tape that is sweltering in the summer and freezing in the winter! Saskatoon shines? Not for the uncared and unloved animals. We need to change the Animal Control Act to include this type of behaviour as unacceptable and must be held accountable for. We are the teachers of the children who will be the future of this city and I want this city to shine for ever and include all animals to be treated with humanity and dignity ... the same that I wish for all people of this city is not too much to ask for all animals of this city. Together we can achieve the change that needs to be made ... a change that should have been made long ago ... together we can achieve what needs to be achieved for all living creatures. We need to start somewhere, sometime and it might as well be now. I am sure that there are many animals in our city that would benefit from our help today and in the future. I am respectfully requesting that this very urgent issue be addressed at the earliest time possible and not be swept under the carpet or the door mat. That has been done for too long. Seeing first hand the effects of such a horrible life imposed on a dog is not a very nice thing, to live with everyday forever for an animal is the cruelest thing. Thank you for your immediate, anticipated consideration of this highly important issue. Sincerely yours, Mrs. R. Butcher, Saskatoon, Sk

1680 B6)

From: CityCouncilWebForm
Sent: September 10, 2013 3:56 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Nicola Tabb
1630 Avenue H North
Saskatoon, Saskatchewan
S7L2G1

EMAIL ADDRESS:

betteroffduds@gmail.com

COMMENTS:

Dear Sirs/Madams:

Several business owners have formed a Steering Committee with the purpose of establishing a Business Improvement District (BID) for the 33rd Street business area in Saskatoon. We would like to establish a BID so that we, as business owners, may have the opportunity to improve the economic environment and public perception of the 33rd Street business area.

We would like to bring forward a formal proposal to establish a BID and we are writing this letter to seek direction from City Council and administration regarding the process for doing so. More specifically, we seek guidance on what form such a proposal should take and to whom the proposal should be made. Any assistance you are able to offer regarding our BID proposal would be appreciated.

Thank you in advance for your assistance and we look forward to hearing from you in the near future.

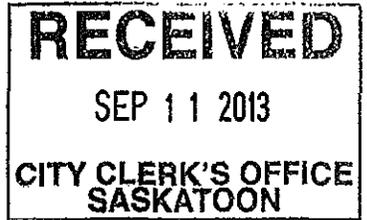
Yours truly,

Nicola Tabb
on behalf of the 33rd St BID Steering Committee;

Judy Denham
Maya Scott
Nicola Lawson
Tammy Helgert
Dennis McKee

281-1
37

From: CityCouncilWebForm
Sent: Tuesday, September 10, 2013 7:18 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Harvey Surprenant
Box 1
Chitek Lake, Saskatchewan
S0J0L0

EMAIL ADDRESS:

lorrie.harvey@sasktel.net

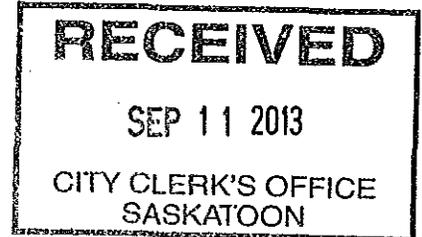
COMMENTS:

My daughter (A starving nursing student) was parked under a city elm tree on Ave M and large limb decided to take flight and go through her windshield. She reported it to the city and paid over \$500 to get windshield fixed. She got an answer back from the city today. "She should have seen that it was a danger" Give me a break!!!

What respect will she learn about government? If it was my tree and the neighbors car than I would be paying for it. But no! The government is never responsible for anything. I have always lead my daughters by example but why should they follow their government at any level.

127-1
B8)

From: Tiffin, Robin RQHR [Robin.Tiffin@rqhealth.ca]
Sent: September 11, 2013 2:37 PM
To: City Council; blharasym@sasktel.net
Subject: [SPAM] - RE: Email - Communications to Council - Robin Tiffin - August 22, 2013 - STOP HORSE SLAUGHTER IN CANADA - File No. CK. 127-1 - Found word(s) drugs drugs in the Text body



Good Afternoon, I have just spoke with the city clerks office and was told
That nothing more will be done with the Bill C-322 and am very saddened
That my city of Saskatoon wouldn't follow suit with one of the biggest cities
In Canada, Toronto. This is a huge problem of horse slaughter especially
When your council sits back knowingly that OUR government is helping feed
Your people tainted horse meat. I guess the bloody horse buck is more
Important than the people that vote for you. I just wonder how you can
Even sleep at night.

Sincerely, Robin Tiffin

2755 Avonhurst Drive
Regina S4R 3J3

From: City Council [mailto:City.Council@Saskatoon.ca]
Sent: September 11, 2013 12:00 PM
To: Tiffin, Robin RQHR
Subject: Email - Communications to Council - Robin Tiffin - August 22, 2013 - STOP HORSE SLAUGHTER IN CANADA - File No. CK. 127-1

Dear Ms. Tiffin

Re: Private Member's Bill C-322

(File No. CK. 127-1)

City Council, at its meeting held on Monday September 9, 2013, considered your letter dated August 22, 2013, with respect to the above. Council passed a motion that the information be received.



City of
Saskatoon

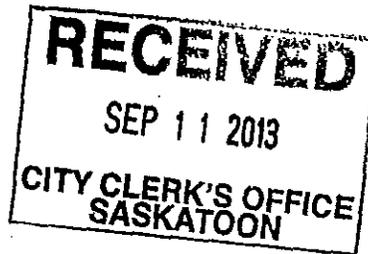
Fire and Protective Services

125 Idylwyld Dr. South ph 306•975•2520
Saskatoon, SK S7M 1L4 fx 306•975•2589

205-5
X 6295 (B9)

September 11, 2013

His Worship the Mayor and
Members of City Council



Dear Council Members:

**Re: Request for Proclamation
Week of October 6 to 12, 2013 as
Fire Prevention Week in Saskatoon
AND
Request for Temporary Street Closure**

The week of October 6 to 12, 2013, is recognized nationally as Fire Prevention Week – this year's theme is "*Prevent Kitchen Fires*". Saskatoon Fire and Protective Services would like to request that City Council proclaim this week as "Fire Prevention Week".

As part of the activities planned for the week, Saskatoon Fire and Protective Services will host two Open Houses - one at Station No. 2, 3111 Diefenbaker Drive, on Wednesday, October 9, 6:30 to 8:00 p.m.; and one at Station No. 8, 207 Slimmon Road, on Thursday, October 10, 6:30 to 8:00 p.m.

Fire Prevention Week activities have been very popular in the past and in order to provide public safety during these events, Saskatoon Fire and Protective Services would also like to request the following temporary street closure:

- Southbound lanes of Diefenbaker Drive, between 22nd Street and Laurier Drive, Wednesday, October 9, 2013, 6:00 p.m. to 8:30 p.m.

We appreciate your consideration of these requests and look forward to another very successful week.

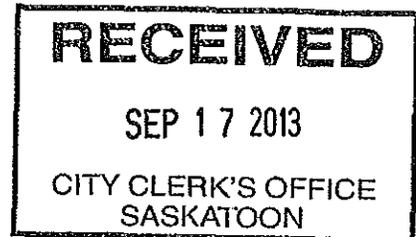
Sincerely,

Dan Paulsen
Fire Chief/General Manager

/bjs

60-10-10
B10

From: CityCouncilWebForm
Sent: September 17, 2013 10:36 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Lon Neufeld
107 Denham Cres
Saskatoon, Saskatchewan
S7R 1E9

EMAIL ADDRESS:

lon.neufeld@gmail.com

COMMENTS:

Recently there has been renewed discussion within the community about the Traffic bridge, and I wanted to take the opportunity to express my opinion on the matter in the case that it may sway you from your prior decision to design this bridge for vehicular commuter traffic.

In the time that the bridge has been condemned what I find has sorely been missing is a direct pedestrian route from Nutana to Downtown, as well as the ability to utilize the trails of Meewasin valley to their full potential. Obviously I am not alone in this thinking, since I've noted unanimous agreement with everyone I talk to.

What I have not missed at all is the ability to drive over the crossing, and I drive into downtown on a daily basis.

The Broadway Bridge and Senator Sid Buckwold Bridge adequately handle traffic in and out of the downtown core, and further I believe that a third vehicle river crossing in South Downtown only helps to create a gridlock situation. I believe traffic on 3rd Ave S by River Landing would only present a dangerous obstacle to pedestrians in that area and that increased traffic on Victoria Ave would cause unnecessary disturbance in the Nutana neighborhood.

A vehicle crossing would divert traffic from Broadway Ave where it is welcomed by businesses and put it down a residential corridor where it is unwelcome, turning what has become a minor residential collector road into a busy arterial street with inadequate crosswalks and traffic controls.

I am aware that the incremental cost of including vehicular traffic beyond a pedestrian and cyclist crossing is significantly inexpensive, however my contention is that I'd be willing to pay more for the privilege of having a pedestrian only crossing. I would welcome the design to be adequate to serve as an emergency evacuation route in the case of fire trucks or ambulances, or even a single lane open to cars in the case of bridge closures at other crossing locations, but I feel the default mode of operation should not include commuter traffic.

Barring that, I also see this as a potential benefit for public transit - it seems apparent that promoting ridership is a goal of the city, and what better way than offering exclusive benefits to ridership than a speedier route to and from work.

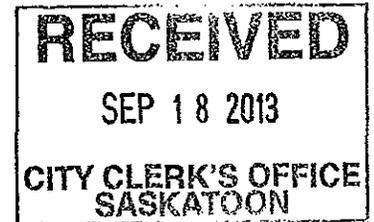
I can think of many cases for excluding commuter traffic, but based on the status quo and the potential for a missed opportunity I can't really see a good case to include it.

Thank you for taking the time to consider my suggestions.

Sincerely,
Lon Neufeld

1501
Bill

From: CityCouncilWebForm
Sent: Wednesday, September 18, 2013 6:32 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Sharlene Scriven
#105-12334-82St
Edmonton, Alberta
T5B 2X2

EMAIL ADDRESS:

mumofive@msn.com

COMMENTS:

Hi,

I was driving through Saskatchewan on Saturday September 14 2013. We drove from Edmonton all the way to Estevan. As we got to Saskatoon I could not get over the Rider Pride. Everywhere we went, or looked it was a sea of green. The servers at the restaurants, people driving to Regina were wearing green. When we got to Regina, it was the same thing. I just wanted to let you all know that I think it is so great. It must be nice to live in a province that has so much pride. I barely know when there is a Eskimos game here except when I hear about it on the radio, and that is sad. Alberta could learn alot from all of you.



City of
Saskatoon

Saskatoon Development
Appeals Board

BI2)

c/o City Clerk's Office ph 306•975•3240
222 - 3rd Avenue North fx 306•975•2784
Saskatoon, SK S7K 0J5

September 3, 2013

His Worship the Mayor
and Members of City Council

Ladies and Gentlemen:

**Re: Development Appeals Board Hearing
 Refusal to Issue Development Permit
 Proposed Addition to Shopping Centre (Restaurant)
 (With Various Deficiencies in Required Parking)
 339 Avenue A South – MX1 Zoning District
 Brian Storey on behalf of 101094117 Saskatchewan Ltd.**

In accordance with Section 222(3)(c) of *The Planning and Development Act, 2007*, attached is a copy of a Notice of Hearing of the Development Appeals Board regarding the above-noted property.

Yours truly,

A handwritten signature in cursive script that reads "Elaine Long".

Elaine Long, Secretary
Development Appeals Board

EL:ks

Attachment



City of
Saskatoon

Saskatoon Development
Appeals Board

c/o City Clerk's Office
222 - 3rd Avenue North
Saskatoon, SK S7K 0J5

ph 306•975•3240
fx 306•975•2784

NOTICE OF HEARING - DEVELOPMENT APPEALS BOARD

DATE:	Monday, September 30, 2013	TIME:	4:00 p.m.
PLACE:	Committee Room "E", Ground Floor, South Wing, City Hall		
RE:	Refusal to Issue Development Permit Proposed Addition to Shopping Centre (Restaurant) (With Various Deficiencies in Required Parking) 339 Avenue A South – MX1 Zoning District Brian Storey on behalf of 101094117 Saskatchewan Ltd. (Appeal No. 18-2013)		

TAKE NOTICE that Brian Storey, on behalf of 101094117 Saskatchewan Ltd., has filed an appeal under Section 219(1)(b) of *The Planning and Development Act, 2007*, in connection with the City's refusal to issue a Development Permit for a proposed addition to a shopping centre located at 339 Avenue A South for a restaurant.

The property is zoned MX1. Zoning Bylaw 8770 states that when the intensity of use of any building, structure or premises is increased through the addition of dwelling units, floor area, seating capacity or other specified units of measurement, parking and loading facilities, as required in the Bylaw, shall be provided for.

Based on the information provided, the following deficiencies have been noted:

1. According to Section 6.3.6(2), parking requirements for shopping centres are 1 space per 30 m² of gross leasable floor area. The area of the proposed addition is 177.882 m², which would require 6 off street parking spaces. According to the site plan, only 2 spaces are provided for.
2. According to Section 6.2(2)(e)(iv), the size of the parking spaces are to be 2.7 m by 6.7 m when they are off the lane. The 2 parking spaces provided for do not meet the requirement and, therefore, would not be counted towards required parking.
3. According to Section 6.2(2)(l)(i), 1 barrier free space is to be provided, but not in addition to required parking spaces, for facilities requiring between 4 and 100 parking spaces. No barrier free space is being provided.

The Appellant is seeking the Board's approval to allow the parking deficiencies.

Anyone wishing to provide comments either for or against this appeal can do so by writing to the Secretary, Development Appeals Board, City Clerk's Office, City Hall, Saskatoon, Saskatchewan, S7K 0J5 or email development.appeals.board@saskatoon.ca. Anyone wishing to obtain further information or view the file in this matter can contact the Secretary at (306) 975-2780.

Dated at SASKATOON, SASKATCHEWAN, this 4th day of September, 2013.

Elaine Long, Secretary
Development Appeals Board



City of
Saskatoon

Saskatoon Development
Appeals Board

B13)

c/o City Clerk's Office ph 306•975•3240
222 - 3rd Avenue North fx 306•975•2784
Saskatoon, SK S7K 0J5

September 16, 2013

His Worship the Mayor
and Members of City Council

Ladies and Gentlemen:

**Re: Development Appeals Board Hearing
 Refusal to Issue Development Permit
 Proposed Multi-Dwelling Unit and Shopping Centre
 (Addition to Building)
 312 Avenue B South – B5C Zoning District
 Crystal Bueckert, BLDG Studio Inc.; on behalf of
 Annette Kjargaard, Kjargaard Heating & Cooling
 (Appeal No. 19-2013)**

In accordance with Section 222(3)(c) of *The Planning and Development Act, 2007*, attached is a copy of a Notice of Hearing of the Development Appeals Board regarding the above-noted property.

Yours truly,

Elaine Long, Secretary
Development Appeals Board

EL:aam

Attachment



City of
Saskatoon

Saskatoon Development
Appeals Board

c/o City Clerk's Office ph 306•975•3240
222 - 3rd Avenue North fx 306•975•2784
Saskatoon, SK S7K 0J5

NOTICE OF HEARING - DEVELOPMENT APPEALS BOARD

DATE:	Monday, September 30, 2013	TIME:	4:00 p.m.
PLACE:	Committee Room "E", Ground Floor, South Wing, City Hall		
RE:	Refusal to Issue Development Permit Proposed Multi-Dwelling Unit and Shopping Centre (Addition to Building) 312 Avenue B South – B5C Zoning District Crystal Bueckert, BLDG Studio Inc.; on behalf of Annette Kjargaard, Kjargaard Heating & Cooling (Appeal No. 19-2013)		

TAKE NOTICE that that Crystal Bueckert, BLDG Studio Inc.; on behalf of Annette Kjargaard, Kjargaard Heating & Cooling, has filed an appeal under Section 219(1)(b) of *The Planning and Development Act, 2007*, in connection with the City's refusal to issue a Development Permit for an addition to a multi-dwelling unit and shopping centre located at 312 Avenue B South.

The property is zoned B5C under Zoning Bylaw No. 8770.

Section 10.8B of Bylaw No. 8770 states that, for multi-unit dwellings and shopping centres, the minimum site width required is 15 metres; the minimum site area required is 450 square metres; and multiple dwelling units erected above commercial premises require a 3-metre interior side yard, up to a height of 9 metres, and a 6-metre side yard for the portion of the building in excess of 9 metres in height.

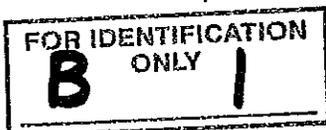
Section 6.3.3(6) states that parking space requirements for multi-dwelling units zoned B5C are 1 space per dwelling unit and that 4 parking spaces are required for the residential portion of the development. In addition, Section 6.2(2)(e)(iv) states that the size of the parking spaces off of a lane are a minimum of 2.7 metres by 6.7 metres.

Based on the information provided, the site is 8.3 metres wide, which is deficient by 6.7 metres; the site area is 354.567 square metres, which is deficient by 95.433 square metres; the proposed set-back for the building is 0.304 metres; and the four parking spaces provided do not meet the size requirement and would not be counted towards required parking.

The Appellant is seeking the Board's approval to allow the proposed one-unit dwelling as submitted.

Anyone wishing to provide comments either for or against this appeal can do so by writing to the Secretary, Development Appeals Board, City Clerk's Office, City Hall, Saskatoon, Saskatchewan, S7K 0J5 or email development.appeals.board@saskatoon.ca. Anyone wishing to obtain further information or view the file in this matter can contact the Secretary at (306) 975-2780.

Dated at SASKATOON, SASKATCHEWAN, this 16th day of September, 2013.

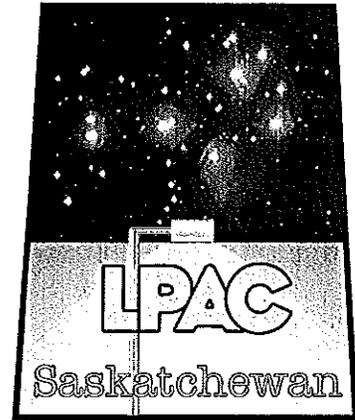
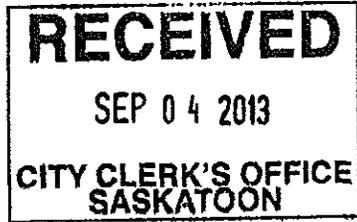


Elaine Long, Secretary
Development Appeals Board

4350-13
C1)

September 4, 2013

Saskatchewan Light Pollution Abatement Committee
c/o RASC Saskatoon
PO Box 317, RPO University
Saskatoon, SK S7N 4J8



Saskatoon City Council
c/o City Hall
222 3rd Ave North
Saskatoon, SK S7K 0J5

Re: Billboarding and signage on South Circle Drive and South Bridge

His Worship the Mayor and Members of City Council,

I would like to applaud Council's decision to delay permitting of billboards along South Circle Drive and the South Bridge roadways, and your recommendation to review and study this issue. Billboarding does require a sober second thought as currently the City does not have modern standards concerning billboard placement and daytime/nighttime lighting levels as other cities do. This point has been brought up by Councilor Lorje and others previously, but to date has been unheard. The comments in this letter apply to all billboards in the *City of Saskatoon*, and not solely future billboards and signage at the South Bridge.

Despite what the managers of billboards state, billboards, and especially digital signs (LED billboards) that do not have placement, messaging and lighting standards, are indeed a distraction to drivers and nearby residents and especially so at night. The intensity of the digital signs can cause light clutter (confusion between the sign and intersection signaling and control lighting, for instance), dangerous glare, light trespass onto adjacent properties and light pollution if the placement and lighting levels are not controlled (regulated.)

Recommendations by lighting experts are that nighttime intensities for digital signs should not exceed 7% of daytime levels to avoid glare and distraction, so new digital signs need to be initially fitted with programmable dimmer controls. In addition, dimming the boards reduces energy use and thus goes towards green-house-gas (GHG) reduction goals. Modern regulations (zoning bylaws) require mandatory dimming of digital signs using astronomical darkness timers.

Regular billboards (static picture billboards) also need to be considered. To meet the *Saskatoon Comprehensive and Integrated Dark-sky Policy*, night-lighting of these types of billboards needs to be from the top downward to the ground, and must include that requirement that lamps are shielded such that they produce no glare and no light pollution. Currently, most billboards are illuminated with up-facing lighting that produces light pollution as it shines past the sign.

There are many bylaws and policies concerning billboard placement and lighting in existence elsewhere, so the City does not have to break new ground in this matter. The *City of Edmonton*, for instance, has already addressed these issues in their *Bylaw 12800, Section 59.2* (see Appendix A of this letter), and so the *City of Saskatoon* can, for the most part, simply copy this bylaw change. However, *Saskatoon* may

want to assure that they consider placement on the roadway, placement distance from intersections, non-clutter placement avoiding visual overlap with intersection signaling and control lighting, illumination (top) placement of lighting, lighting intensity reduction at light, and even control distracting messaging where blinking, rolling or rapidly-changing messages are scrolled.

It should be noted that the new South Bridge runs between Diefenbaker Park and a golf course that are inherently dark natural areas that would be adversely affected by non-dimmed digital signs and poorly-designed static signs. It would be a shame to ruin the exceptionally well-implement (and LPA Policy-compliant) lighting that *Saskatoon Light and Power* has already installed for all of the roadway and bridge construction with glaring, distracting, and uncontrolled billboard lighting. The same issue would concern billboarding in other natural areas around Saskatoon, such as the *Northeast Swale*. Special and natural areas require special consideration. Saskatoon needs to modernize their signage sections of *Zoning Bylaw 8770, Sections 5.4, 5.5* and the bylaw *Appendix A*.

Digital (LED) billboards are very quickly becoming the norm, and there needs to be a great urgency to regulate these before the problem becomes completely overwhelming. The City and Province already contains many uncontrolled billboards and council members are encouraged to do a driving tour of these areas to understand the problem first-hand. The *Best Western Hotel* at Idylwyld and Circle Drive has a digital billboard that glares as one drives southbound on Idylwyld. The *YMCA* digital billboard glares for drivers on 22nd Street approaching downtown from the west. The *Exhibition Grounds* billboard glares as drivers approach Taylor Avenue from Ruth Street. The *Golden Eagle Casino* billboard at North Battleford has very distracting rolling and flashing messaging at the intersection of Highway 14 and Railway Avenue East. The glare and distraction can easily cause driver disorientation as they approach the highway intersection from the west and made the turn onto the divided highway in front of the casino. *Fast Toys for Boys* in Davidson has a very bright sign that does not dim and causes glare and distraction for highway drivers coming back from Regina late at night. None of these billboards are dimmed at night nor were they regulated for their placement.

I hope that Council directs the appropriate departments to implement modern changes to the *Zoning Bylaw 8770* to provide responsible controls on billboard lighting. I do not request to speak to Council on this matter, but I can be reached for questions with the contact information below. A digital copy of this letter is available on request.

Sincerely,



Richard Huziak
Chair, Saskatchewan Light Pollution Abatement Committee
Tel: (day) 306-933-1676 Tel: (evenings) 306-665-3392
Email: <rickhuziak@shaw.ca>

cc. Infrastructure Services
Saskatoon Light & Power
Brenda Wallace, Environment Services Branch
Mike Velonas, Meewasin Valley Authority

Appendix A

Saskatoon Star Phoenix Article

<http://www.thestarphoenix.com/business/City+delays+Circle+South+billboard+decision/8866703/story.html>

Edmonton Digital Signs (billboards) regulations general discussion

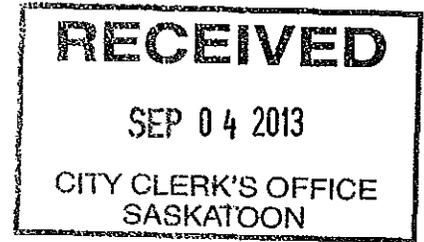
http://www.edmonton.ca/city_government/planning_development/digital-sign-regulations.aspx

Edmonton Zoning Bylaw 12800, Section 59.2 General Provisions, paragraphs 1 through 7 provide regulations on required sign lighting (for static billboards and digital billboards.)

http://www.edmonton.ca/bylaws_licences/bylaws/zoning-bylaw.aspx

6315-(2)

From: CityCouncilWebForm
Sent: September 04, 2013 2:51 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Muhammad Zeeshan
42 Carleton Drive
Saskatoon, Saskatchewan
S7H 3N6

EMAIL ADDRESS:

rajzeeshan@hotmail.com

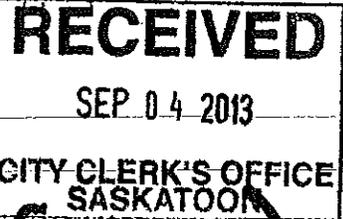
COMMENTS:

I am writing this letter just to draw City attention towards Carleton DR road, specially in front of my house there is an inch or two deep pavement required just front of my house by the side walk which cause rain water or other water stays for weeks due to grading and chipped section. I have kids and most of the time I am not allowing them to play in front yard because of dirty water stays with lots of insects. After rain entire road were clean except in from of my house.

It would be highly appreciated if City would take immediate response on this tiny issue which ruins the beauty of entire road and my house.

Thank you

6220-1
SEPT 14 7305-1



TO MAYOR AND COUNCILLORS

RE. SIDEWALKS

I live at the "palisades" assisted living for seniors near the NE corner of the police parking lot. Are two obstacles for us, both are about 2 feet across. There is a lot of loose cement pieces to slip on. You (the city) have fixed road potholes around there, although a rectangular absence of road exists along the curb near the one sidewalk break. You have pavement for the roads, use some for a temporary fix of those hazards.

RE. ACCESS BUS CALL

I use the access bus and it sure is worthy of its name 99.9% of the time. That .01% happens about last June but I'm not sure.

I always give my name they give me a trip every time they recognize by my name that I am registered. So far my calls have been answered by women except this one by a strong male voice.

This guy asked if I was registered that indicated he was not familiar with the job.

Since he didn't know how to do the job he refused my request for a trip either a wed through Saturday was a Tuesday.

Most of the men here including me are WW2 veterans. We helped spare Canada from a brutal dictator. I get very resentful when somebody from a younger generation gets authoritative towards me.

I have already informed the General Mgr.
of transit by letter about this guy.
We who need the access want help not
dismissed ^{will} arrogance.

That guys mindset is what hitler or
himmler looked for in recruits for the
GESTAP.
nearly 44,000 of my generation were
killed in WW 2.

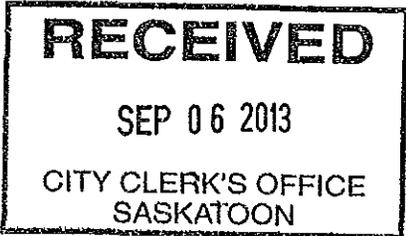
Cliff Matthews



Mr. Clifford A Matthews
901-514 23rd St E
Saskatoon SK S7K 0J8

1905 6 C4)

From: CityCouncilWebForm
Sent: September 05, 2013 7:55 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

martin wilson
907 wright bay
saskatoon, Saskatchewan
s7n4t8

EMAIL ADDRESS:

martinwilson@shaw.ca

COMMENTS:

I write this in the dark as yet again i'm suffering another power outage. I am sick to death of the substandard efforts of saskpower there are more than a dozen times i come home and find another power surge has wiped all my clocks etc, its about time they were held accountable for their appalling level of service and don't just take their usual "crumbling infrastrucre lack of funding"line. lets see some measurable improvment before giving them more money. how can you as a council promote saskatoon as a growing modern city when not even basic needs can be met. i am now going to go and watch the contents of my freezer melt!

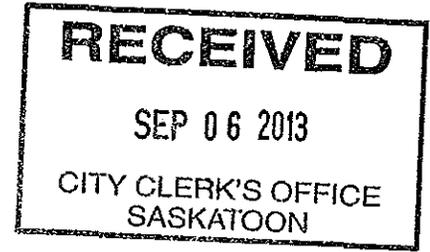
Thank you
reqards

marrin wilson

C5)

7310-1

From: CityCouncilWebForm
Sent: September 06, 2013 8:20 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Brittney Holland
222 Wyant Lane
Saskatoon, Saskatchewan
s7w0l2

EMAIL ADDRESS:

brittney.lynn.holland@hotmail.com

COMMENTS:

Hello,

I am a new resident of evergreen. Before I moved, I had contacted city transit to ensure there would be bus services to the area by the time school started in september. Yes, there is bus service, but there are only two bus stops in the entire area and they are on the same street. To add to my frustration, if I have to take the bus before 9:30 or after 3:30, which I always do, I have to transfer. I am not happy with the bus service I am receiving, as I take the bus to save the environment and money. Evergreen is a rapidly growing area, and I would be more than happy to see evergreen have its own bus route, sooner than later.

I hope something can be done about this soon.

Thank you for your time.

Minister of Parks,
Culture and Sport



Legislative Building
Regina, Saskatchewan S4S 0B3.

175-24
(Cb)



September 9, 2013

To: All Mayors/Reeves and Members of Council

Dear Mayor/Reeve:

The Government of Saskatchewan has recently approved the establishment of a provincial athletics commission and is taking the necessary steps to have the commission operating by the summer of 2014. This commission will hold the authority to sanction professional combative sports, including mixed martial arts and boxing events.

In March 2012, Bill S-209 was introduced to amend section 83 of the *Criminal Code* to legalize the sport of mixed martial arts across Canada. Bill S-209 received Royal Assent on June 19, 2013. The *Criminal Code* amendment allows a professional boxing or mixed martial arts contest to be held in a province under the authority of an athletics commission or similar established body under the authority of the province's legislature.

After thorough research and consultations, the Government of Saskatchewan determined that a provincial commission would be the most effective option for sanctioning mixed martial arts and boxing events in Saskatchewan. By moving forward with a provincial commission, consistency in rules, regulations and processes across the province will occur. There are also efficiencies in this model, as there are a limited number of individuals properly qualified and knowledgeable about the sector in Saskatchewan.

There may be pressure to put a bylaw in place to hold professional events before the Provincial Athletics Commission is functioning. Government's legal advice is: "the passing of a municipal bylaw to sanction events or commissions would not come within the proposed amendments of the *Criminal Code* so as to make a professional Mixed Martial Arts (MMA) fight legal under the Code."

... 2

The opinion of legal counsel is that passing a bylaw to bring in an outside commission would not be authorized pursuant to the current municipal legislation in Saskatchewan. If any professional events are held before the proper legislation and regulations are in place, these events will be illegal.

The amendments to the *Criminal Code* also impacts amateur combative sports in Saskatchewan. The Ministry of Parks, Culture and Sport has been approved to enter into an agreement with an existing provincial sport governing body, the Saskatchewan Martial Arts Association (SMAA). This body will be responsible for the sanctioning and oversight of amateur combative sports, including MMA, kickboxing, modified muay thai and full contact karate. All amateur events must be sanctioned by the SMAA to be legal. The SMAA will start sanctioning amateur combative sporting events immediately. If amateur events are held without SMAA sanctioning, these events will be illegal.

If you require additional information about the provincial athletics commission or amateur combative sports in Saskatchewan, please contact Melanie Baumann, Senior Policy Analyst, Ministry of Parks, Culture and Sport, at (306) 787-2047 or Melanie.Baumann@gov.sk.ca.

Sincerely,



Kevin Doherty
Minister of Parks, Culture and Sport

cc: Honourable Jim Reiter, Minister of Government Relations and
Minister Responsible for First Nations, Metis and Northern Affairs

Melanie Baumann, Senior Policy Analyst, Sport,
Ministry of Parks, Culture and Sport

1930-1
C7

From: CityCouncilWebForm
Sent: Friday, September 13, 2013 9:18 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Bernie Mazurik
201 Poplar Crescent
Saskatoon, Saskatchewan
S7M0A8

EMAIL ADDRESS:

berniemazurik@shaw.ca

COMMENTS:

City of Saskatoon
Greater Saskatoon Chamber of Commerce
Property Tax Policy Submission
Critique
September 13, 2013

Background:

In December of 2012, the Greater Saskatoon Chamber of Commerce presented to city council a document proposing to lower the business vs residential property tax ratio from the present ratio of 1.75:1 to 1.43:1. This follows a ten year period where the City of Saskatoon, in response to lobbying by the business community, has already lowered this ratio from 2.41:1 to 1.75:1. A recommendation has been made by city hall administration to accept the currently proposed change to lower the tax ratio further. This recommendation was made without any broad based consultation with the

residential property owners of Saskatoon. There are two primary parties involved and the largest stakeholder, the residential property owner, was never provided with a proper opportunity for input.

Interests Represented by the Greater Saskatoon Chamber of Commerce:

The Greater Saskatoon Chamber of Commerce represents the business community of Saskatoon, not the residential homeowners. As such, their recommendations will ultimately be primarily for the benefit of the Saskatoon business community, not for the residential homeowners. While arguments are made in their submission that the residential homeowners will benefit, there is little if any proof offered that is based on the 10 years (2001 - 2010) of shifting property tax from the commercial sector to the residential sector. In fact, it is a significant omission in their case that with 10 years of tax shifting having already taken place, very little data is presented from this period which supports their case.

Arguments Presented by the Greater Saskatoon Chamber of Commerce:

There are a number of arguments made by the Greater Saskatoon Chamber of Commerce in their submission and their main themes could be categorized under the following categories:

1. Property Tax Equity
2. Tax Competitiveness
3. Regional Tax Competitiveness
4. Effects of 2013 Property Tax Re-Assessment on Commercial Property Taxes
5. Break Even Analysis for the Tax Policy Shift
6. The Alberta Example - Showing It Works
7. Tax Policy Leadership

Looking at each of these categories, the following comments and information are offered:

Property Tax Equity:

The Greater Saskatoon Chamber of Commerce is suggesting that tax equity means both commercial and residential sectors should pay taxes at the same tax rate, recognizing business property taxes are tax deductible while residential property taxes are not deductible. Presumably the tax deductibility of business property taxes is the principal basis for the baseline ratio of 1.43:1 that the business community is striving to attain.

I would argue that taxation equity in this case could be compared to personal income tax and that having the same effective tax rate for people of varying income levels is unfair as it does not reflect the ability to pay by those paying the taxes. We have a progressive taxation rate on a personal tax level that has existed for almost as long as taxes have been collected. This is widely recognized as the fairest way to tax. It is my opinion that the same approach should be used when comparing business property tax to residential property tax: Which sector has the ability to adapt, to make adjustments, to afford the taxes in the first place, etc. It is pretty clear which sector has the capability and adaptability to handle the higher rate of taxation. What is equitable about transferring business taxes to those who are in low income brackets or are on fixed incomes such as pensioners? Despite Saskatoon's robust economy relative to the rest of the country, there are a great many people living in our city who are living on low or fixed incomes. They would be hurt by a decision to keep on transferring commercial sector tax to the residential sector. There is nothing progressive about that.

Tax Competitiveness:

The Greater Saskatoon Chamber of Commerce has tried to make the case that somehow Saskatoon is not competitive or not competitive enough when it comes to the subject of commercial property

taxes. They do not mention that a study conducted by KPMG - Competitive Alternatives (September, 2012) on business taxes in North American cities found that Saskatoon had the lowest overall business taxes of not only any of the 16 Canadian cities looked at, but the lowest overall business taxes of any city in North America! How is that not competitive? Yet the Greater Saskatoon Chamber of Commerce wants to take a position in which we already have the lowest business taxes in North America and lower them further yet on the backs of the residential property owners. We are already more than competitive. We are leading the way and it is taking place at the expense of the residential homeowner. This is an unbalanced situation: while one sector is benefitting greatly from the shift in taxation the other party is bearing the burden of the tax shift. We have moved from a middle ground on tax policy to an extreme position and the Greater Saskatoon Chamber of Commerce wants the City of Saskatoon to go further - a city that already has the lowest overall business taxes of any city (of a certain size or larger) in North America.

The Greater Saskatoon Chamber of Commerce presents a list of the positive effects of a competitive policy and the negative effects of an uncompetitive policy. Under the list of positive effects, it should be noted a statement is made that there is the "potential to lower residential property rates so long as the non-residential assessment base per capita grows more than the reduction in the property tax premium. This is followed shortly after by the statement "Because the non-residential assessment base grew at a rate in excess of the premium reduction, the residential tax burden decreased compared to the rate that would have occurred in the absence of the scale of growth of the non-residential assessment base." The data presented on a per capita basis to support this is not very convincing as it does not state what happened with residential property taxes over the same period. A more meaningful comparison would have been to simply compare total non-residential tax revenue vs residential tax revenue over the same period.

Regional Tax Competitiveness:

The argument is made that despite the reduction in property tax for the non-residential sector that our tax costs compare unfavourably to nearby alternatives. The given "nearby" alternatives are Warman, Biggar, and Dalmeny which currently have non-residential property tax premiums of 162%, 143% and 120% compared to Saskatoon's premium of 175%. This is hardly an apples to apples comparison. Dalmeny has almost no business property in comparison to Saskatoon. A business that is looking at locating in Saskatoon is almost certainly not going to consider Dalmeny as an alternative. The same would apply to Biggar (albeit to a slightly lesser extent) but it is also further away. Really, the only valid comparison offered here is to Warman and even that isn't an apples to apples comparison. They are comparing what is largely a bedroom community to a moderately large city. It is only to be expected that their commercial rates would be lower and they aren't lower by much. A more realistic comparison would be to compare to the city of Regina. Their current commercial property tax ratio is 2.16 times the residential rate as opposed to our present 1.75 ratio and the 1.43 ratio that the Greater Saskatoon Chamber of Commerce is seeking. That puts the target ratio of 1.43 at only 66.2% of Regina's commercial rate. There is no need to reduce this ratio especially when it is at the expense of the residential homeowner.

Under this section the 2012 tax revenues are presented for the City of Saskatoon. The non - residential sector is given as \$46,785,619. The residential sector is stated as \$110,093,466. The total tax is \$156,879,085. Therefore the residential sector was providing 70.2% of the total tax revenue in 2012.

The City of Edmonton commissioned a study in 2010 on Residential Property Taxes and Utility Charges Survey. The following percentages are the residential property taxes as a percentage of the total tax levy in 2010 in these Canadian cities:

Montreal	-	45.0%
Victoria	-	47.5%
Burnaby	-	48.8%
Calgary	-	49.9%
Saint John	-	50.2%
Vancouver	-	51.7%
Toronto	-	52.1%
Edmonton	-	54.8%
Halifax	-	56.4%
Grande Prairie	-	58.5%
Fredericton	-	60.5%
Laval	-	60.6%
Winnipeg	-	61.5%
Regina	-	61.5%
Red Deer	-	61.7%
Medicine Hat	-	64.4%
Lethbridge	-	65.1%
Surrey	-	65.1%
Saskatoon	-	68.9%
St. John's	-	83.0%

In this study of 20 Canadian cities, it was shown that Saskatoon residential property owners paid the second highest percentage of their total city tax burden! The Greater Saskatoon Chamber of Commerce is not satisfied with the present situation, even though residential property owners in Saskatoon are carrying a higher percentage of the tax burden than 18 out of the other 19 cities looked at!

Looking at the 2012 tax figures that were presented in the Greater Saskatoon Chamber of Commerce submission, the figure of 68.9% in 2010 from the City of Edmonton study has grown to 70.2% in 2012, which contradicts the Chamber of Commerce's claim that the residential tax burden decreased. Based on these figures, the total residential tax burden actually increased in Saskatoon, not decreased.

Effects of 2013 Property Tax Re-Assessment on Commercial Property Tax:

The Greater Saskatoon Chamber of Commerce submission states that for 2013, the City of Saskatoon will undergo a re-assessment of property values (which takes place every 4 years). It states that the residential property assessment base is expected to rise by 83%, while the non-residential property assessment base is expected to rise by 93% or more than the residential assessment base. There is no supporting evidence provided to back up these projections. Regardless, the Greater Saskatoon Chamber of Commerce is using the argument that because their property values have gone up more than the corresponding residential property, their tax rate should be adjusted to compensate and keep their proportion of property taxes the same or lower. The logic here is completely out of step with what the residential homeowner has had to face. The home we live in has been reassessed a number of times, increasing its property value at a far higher rate than the average residential assessment increase. Our property taxes have tripled since we moved into our house. Yet our taxes are going up in exact proportion (recognizing the four year phase in period for the latest increase) to the City of Saskatoon's increased valuation on our property. We certainly have not asked for a compensating tax reduction rate nor would the City ever consider reducing our tax rate to offset the increase in property value. Yet that is exactly what the Greater Saskatoon Chamber of Commerce is arguing for. For 2013, they are projecting an increase in overall non-residential property tax of \$1,765,376 because their sector's assessment went up more than the

overall average. The logical and fair consequences of someone's property value rising, is that their taxes go up accordingly. That is what the residential homeowner always faces. I simply do not buy the argument that lowering the non-residential tax rate will bring about enough of an impact in commercial investment that the increase in commercial assessment base will result in lower taxes for the residential homeowner. Comparing the Edmonton study to the latest City of Saskatoon figures shows the shift in overall property taxes going the other way (just after the City had completed a 10 year period of shifting business property taxes to the homeowner) to the detriment of the homeowner.

Break Even Analysis for the Tax Policy Shift:

The concept of a "break even analysis" being applied to a sector whose property values are increasing more than the overall average is somewhat disingenuous. If their property values are rising more than the average, then their property taxes should be increasing in direct proportion. That is the fair approach. The break-even analysis should be applied, and is typically applied, to the city tax base as a whole prior when reassessment is taking place. However, within the City of Saskatoon's overall tax base, if one sector is increasing in value relative to another, it should be taxed accordingly and pay higher taxes. Break even should not be applied within a given sector but only to the tax base as a whole. If break-even analysis had applied to our neighbourhood, our property taxes would not have tripled in the years we have lived in our home.

One has to question why the non-residential property assessment is being projected to increase at a higher rate than the residential sector. It could be argued that at some point when the relative tax rates are so favourable to one side relative to the other (in comparison to other cities in Canada and the United States) residential property values will become depressed in value. Their tax rates are become unaffordable for the average person or family while the other sector's values are going up by comparison because they are being taxed at too beneficial a rate.

The Alberta Example - Showing it Works:

It should be noted that the "Alberta Example" being referred to is a look at "a more competitive education tax policy", which isn't the same category of taxation. The Greater Saskatoon Chamber of Commerce makes the following statement: "As a result of this policy, increased investment has brought the non-residential property assessment per capita up to \$35,347.11 (Alberta Education) per capita and the province has increased the overall amount of property tax revenue." There is absolutely no evidence to support the linkage between increased non-residential property tax assessment and the reduction in their education tax. It is far more likely the source for this is the rate of economic growth in Alberta related to the energy and tourism sectors and increased in-migration from other parts of Canada or immigration as a whole. To claim that the non-residential property assessment has risen as a result of reducing the education tax is a stretch, to say the least. It would have a token effect at best and is hardly an example of showing "it works".

Tax Policy Leadership:

The Greater Saskatoon Chamber of Commerce states that implementing their recommendations give Saskatoon the opportunity to lead property tax reform in Saskatchewan. As indicated earlier, the KPMG study already shows that Saskatoon has the overall lowest rate of business taxation of any city in North America. We already have a much lower rate of business property taxation than our closest major rival, that being Regina. The use of the word "leadership" implies this is a positive step and win-win for all: it isn't. It comes at the expense of increased taxes for the residential homeowner, as the Edmonton study has indicated. Leadership should be about a balanced approach and not promoting one group at the expense of the other.

Additional Facts and Figures:

The 2010 City of Edmonton Study had a good deal of useful information that is of interest.

This study compared the property taxes of a sample house in Canadian cities for both overall taxes and the municipal tax share. The sample house was "twenty-five to thirty years old, single detached, three bedroom bungalow with a main floor area of 1,200 square feet, a double car garage and finished full basement, on a 6,000 square-foot lot located in an average area neighbourhood of the city." In this particular evaluation, Saskatoon didn't do too badly ranking 6th best out of 20 cities. We were mid-pack for large Western Canadian cities.

The figures for 2010 municipal property tax on the sample house were:

Calgary	-	\$1129
Medicine Hat	-	\$1202
Winnipeg	-	\$1363
Surrey	-	\$1365
Red Deer	-	\$1427
Saskatoon	-	\$1440
Regina	-	\$1444
Edmonton	-	\$1542
Lethbridge	-	\$1621
Halifax	-	\$1706
St. John's	-	\$1818
Vancouver	-	\$2080
Grande Prairie	-	\$2106
Toronto	-	\$2129
Burnaby	-	\$2174
Laval	-	\$2312
Victoria	-	\$2332
Montreal	-	\$2532
Saint John	-	\$2701
Fredericton	-	\$2790

The average property tax for all single detached houses in 2010 were:

St. John's	-	\$1838
Medicine Hat	-	\$1986
Surrey	-	\$2040
Winnipeg	-	\$2256
Halifax	-	\$2318
Lethbridge	-	\$2376
Calgary	-	\$2467
Regina	-	\$2485
Laval	-	\$2503
Red Deer	-	\$2578
Saint John	-	\$2619
Edmonton	-	\$2640
Saskatoon	-	\$2684
Vancouver	-	\$2721
Fredericton	-	\$2774
Victoria	-	\$2874
Grande Prairie	-	\$3044
Montreal	-	\$3740
Toronto	-	\$4281

In this comparison, Saskatoon does not fare, well ranking 13th out of the 19 cities that provided the necessary data. Looking at it from the flip side, Saskatoon had the 7th highest average property taxes for all single detached houses and was higher than all of our closest major western regional centres.

The median property tax for all single detached houses in 2010 were:

Medicine Hat -	\$1805
St. John's -	\$1838
Halifax -	\$2061
Winnipeg -	\$2078
Calgary -	\$2197
Lethbridge -	\$2226
Regina -	\$2326
Red Deer -	\$2390
Saint John -	\$2403
Edmonton -	\$2421
Fredericton -	\$2540
Saskatoon -	\$2556
Grande Prairie -	\$2967
Montreal -	\$3148
Toronto -	\$4539

Here, Saskatoon is 12th out of 15 cities and worse than all of the major western cities. Saskatoon rates as the 4th most expensive Canadian city looked at.

In September of 2012, the Altus Group prepared a tax study for the Real Property Association of Canada containing figures on the relative rates of commercial to residential property taxes. The results of this study should be of interest to members of our city council as they show how far out of step our property tax ratio has become. The commercial to residential tax ratios for 2012 were as follows:

Winnipeg -	2.03
Edmonton -	2.46
Calgary -	2.63
Ottawa -	2.64
Halifax -	2.94
Average -	3.16
Montreal -	4.09
Toronto -	4.13
Vancouver -	4.32
Regina -	2.16 (obtained directly from City of Regina tax officials)
Saskatoon -	1.75 (City of Saskatoon source)

Summary:

There is something seriously wrong when the claim is being made that we need to lower our business tax rate ratio to 1.43:1 in order to be more competitive. We are already far lower than anybody else of any size that makes them a competitor. The Greater Saskatoon Chamber of Commerce refers to a

lack of "tax equity" in Saskatoon. Where is the "equity" when comparing Saskatoon to other cities in Canada?

Saskatoon cannot operate in isolation relative to other cities in Canada with respect to tax policy, at least not in relation to major centres that are closer - such as Regina, Calgary, Edmonton and Winnipeg. If the relative property taxes were as important as being claimed (highly unlikely to the degree being suggested) in deciding where investment was going to go, those cities losing investment would respond by lowering their business taxes. In order to stay competitive, other cities, including Saskatoon, would then argue to further lower business taxes in order to "stay competitive". It becomes a cycle that ultimately benefits only the commercial sector at the expense of the residential homeowner.

There is a price to be paid for this so-called "competitiveness" on the part of Saskatoon commercial interests and one just has to look back to where the residential homeowner is in all of this. We have amongst the highest residential property tax rates in Western Canada and we have (as of 2010 and likely in 2013 as well) the second highest percentage of the overall tax burden paid by the residential sector out of 20 cities studied in Canada. We are not competitive when it comes to residential property taxes and it isn't fair to favour one sector over the other to such a large extent as is being recommended by the Greater Saskatoon Chamber of Commerce.

I would hope that council sees the disparity and unfairness in what is being proposed and act accordingly.

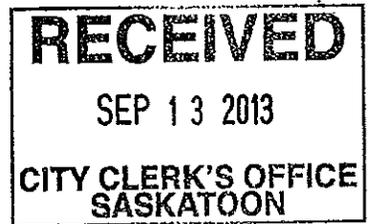
Yours truly,

Bernie Mazurik
City of Saskatoon homeowner

Jenkins, Sandy (Clerks)

6315-1
C8

From: CityCouncilWebForm
Sent: Thursday, September 12, 2013 5:31 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Meghan Folnovic
170 B Rajput Way
Saskatoon, Saskatchewan
S7W 0L5

EMAIL ADDRESS:

meghan.folnovic@gmail.com

COMMENTS:

To his worship the Mayor and Members of City Council:

I am currently in my fourth year at the University of Saskatchewan. I am original from Regina, Saskatchewan, but currently reside in town, more specifically in Evergreen.

I truly love living in this area, more specifically for the quiet and the rare ability to see the stars at night while still living within the city limits. Any positive feedback about this gorgeous neighbourhood I am able to provide, however, is overshadowed by a huge mistreatment by the City of Saskatoon workers. The roads in this area have not be swept, cleaned up or looked after for the entire summer. With the area under construction, there is a large amount of dirt, rocks, trash, waste, wood, nails, screws, etc. all over the road. Just myself, I have suffered three flat tires as the result of nails and screws simply from parking at my home. This is completely unacceptable. Not only is it disgusting to look at and terrible for our vehicles, it puts a terrible vision in visitors' eyes. For example, on two occasions recently, I had people visiting from out of town. Rather than the beauty of the winding paths, the new construction and the silence that is enjoyed out here, they discussed the filth, the roads, the litter, etc. I obviously do not know the exact description of the city you are trying to portray to tourists, but I am sure it is not one of mistreatment and filth.

I am unsure to the reasoning behind not street sweeping our area, but it definitely is mirroring the mistreatment seen during the winter months as well. As you could imagine, for someone who is attending school at the university and working in Stonebridge, my vehicle is an essential tool to get me from points A to B. Numerous times last winter, the snow beat out the plows and I found myself stuck missing work or school because I was snowed in.

I realize that the city is expanding quickly and there will be obvious bumps in the road to making the new neighbourhoods completely integrated; however, simple maintenance things like street sweeping are being over looked. For these new neighbourhoods to be successful and attract more residents,

the city has to do its part - look over the general infrastructure, solve problems and represent the voices of its residents.

I truly hope that the time is found to get this area cleaned up soon as the situation is getting out of hand. I appreciate your time and consideration with reading this letter, and I hope that I see the City step up and do its part in solving this problem.

Sincerely,

Meghan Folnovic

RECEIVED

SEP. 16 2013

CITY CLERK'S OFFICE
SASKATOON

C9)

To: Traffic Safety Committee

Re: Intersection of Millar Avenue & 71st Street

Greetings,

I am writing this as a concerned resident of Martensville who used to reside in Saskatoon and still works in the city's north-end. In order to travel to work and home, I access 71st Street and Millar Avenue. My concern is as follows: while turning south onto Millar Ave. from 71st Street, does not present visibility issues for motorists, turning from Millar Ave. onto 71st St. does, especially turning west.

There are several reasons for this, the foremost being visibility. The very end of Millar Ave. slopes upwards, which will impede visibility. This is further compounded by the presence of Amer, whose landscaping involves trees and signs that obstruct visibility of vehicles that are coming from the west of 71st St., making a left turn from Millar Ave. onto 71st St. very difficult and dangerous.

The second issue, which ties in with the first issue, is that the speed limit on 71st St. is 70 kph. While this speed limit is appropriate for the vast majority of travel on 71st St., it makes it even more difficult to make a safe turn from Millar onto 71st St.

Signs do exist to advise motorists traveling on 71st to slow down at the intersection, however this does little to remedy the second issue, and does nothing to address the first.

The proposal that I am making is that a four-way stop sign be put in place at the intersection of Millar Ave. and 71st St.

I believe this will adequately address the issues brought up in this letter, rendering the intersection much safer with minimal interruption of the flow of traffic.

I look forward to any questions and/or feedback you may have regarding this matter.

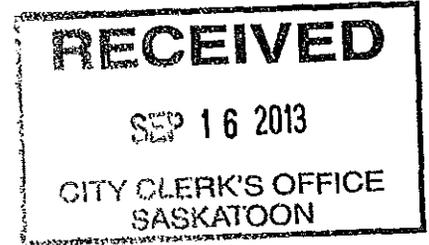
Sincerely,

Joshua J. Epp

746 Harder Pl Box 192
Martinsville SK
SOK 2T0

4205-7-2 C10

From: CityCouncilWebForm
Sent: September 16, 2013 4:18 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Doris Curths
216-26th Street West
Saskatoon, Saskatchewan
S7L 0K3

EMAIL ADDRESS:

depcurths@hotmail.com

COMMENTS:

On Thursday September 12, 2013, I went to Gordon Howe Football Bowl. I was unable to sit with my family as I require a wheelchair to get around. The bowl is not accessible.

I know it is being changed with major renovations next year. It would not take much to do a short term ramp on the East side to accommodate wheelchairs, walkers, and baby strollers, all that is needed is some asphalt to be put in where the two steps are.

I tried phoning down town on Friday and all I got was answering machines. No one called me today so maybe someone on council could.

I would like to attend the games as my grandson plays football. Be able to sit with my family and cheer for the team.

Sincerely

Doris Curths

6315-1
C11

From: CityCouncilWebForm
Sent: Monday, September 16, 2013 9:53 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

harvey peever
102 2905 7th st
saskatoon, Saskatchewan
s7h 1b1

EMAIL ADDRESS:

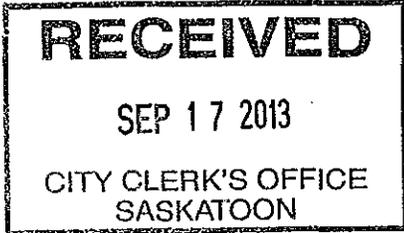
jnycnuk1@mail.com

COMMENTS:

just wondering how the cement off ramp from 16 hwy onto circle drive will stand up to road salt.
should the cement have a asphalt surface put on it in order to protect it through the winter months?

375-4
(12)

From: CityCouncilWebForm
Sent: September 17, 2013 9:32 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Paul Hanley
2506 Ewart Avenue
Saskatoon, Saskatchewan
S7J 1Y8

EMAIL ADDRESS:

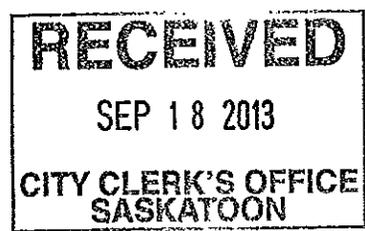
paulhanley@sasktel.net

COMMENTS:

Saskatoon Community Wind is an interesting project that should be investigated by Council to see if it is feasible. I understand that the committee responsible for looking into this has continuously postponed meeting and moving forward. Saskatoon has made commitments to reduce greenhouse gases and increase renewable energy supplies. When initiatives come out of the grassroots they should be encouraged rather than ignored. Let's get behind this and see if we can make it work. There are many projects of this type in Germany and elsewhere that have been very effective in reducing GHG emissions. Saskatoon needs to take action!

2000-5
C13

From: CityCouncilWebForm
Sent: Tuesday, September 17, 2013 7:46 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Lena Syrovoy
517 Garrison Crescent
Saskatoon, Saskatchewan
S7H 2Z9

EMAIL ADDRESS:

lenasyrovoy@hotmail.com

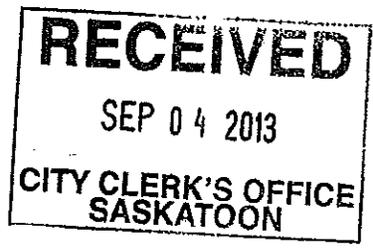
COMMENTS:

Dear His Worship Mayor Atchison and Councillors,
I am writing in support of the wind turbine project proposed by Saskatoon Community Wind. Integration of renewable energy such as wind is a positive step towards reducing the city's carbon footprint. It is also simply making use of a resource that we have available to us, a resource that has much smaller environmental impacts in its extraction and use than the most commonly used energy sources in the province (coal, natural gas, hydroelectric). This project would be financed by community members and would not require subsidies from the city. I am asking city council to please discuss the feasibility of this project at a future meeting.

My understanding is that the electricity purchasing arrangements of the city's utility company Saskatoon Light and Power are a major obstacle to this project. If during the development of this project for whatever reason it is deemed unfeasible, it seems it will still be necessary for the way electricity is purchased to be re-evaluated and re-structured to allow renewable energy projects of any kind to feed electricity into the grid. There is strong potential for renewable energy projects large and small to help meet the city's energy needs. As was pointed out at the recent meeting of Saskatoon Community Wind, the states of South Dakota and Iowa receive 25% of their energy from wind. If it is truly an objective of Saskatoon Light and Power to "promote the use of renewable energy sources thereby reducing our reliance on fossil fuels for energy generation", I encourage city council to discuss this barrier.

Thank you sincerely for your time and attention,
Lena Syrovoy

205-5
D1)



August 27, 2013

His Worship Donald J. Atchison
Office of the Mayor
222 Third Avenue North
Saskatoon, SK S7K 0J5

Dear Mayor Atchison and Members of City Council:

Request that a Proclamation of National Philanthropy Day® be issued for Friday, November 15th, 2013.

I am writing to request that a proclamation be issued for National Philanthropy Day®, the day set aside to remember and pay tribute to those people active in the philanthropic community. From donors to volunteers, from large, international nonprofits to the community centre down the street, each has made an indelible contribution to our communities, our nation, and our world.

National Philanthropy Day is November 15. Every year on this day the world pauses for a moment to celebrate the difference philanthropy makes in our lives. National Philanthropy Day is an international celebration for all that has been accomplished in the name of giving – and offers a chance to give a sincere thank you to those who make giving possible.

In Saskatoon, National Philanthropy Day celebrations are being organized by the Saskatoon Chapter of the Association of Fundraising Professionals (AFP). Our 13th annual National Philanthropy Day celebration will be held on **Friday, November 15th at TCU Place, from 11:30 a.m. to 1:30 p.m.** In addition to requesting this proclamation, we would also request the honour of Your Worship's presence at our 13th annual National Philanthropy Day Luncheon.

The two-hour celebration and luncheon will feature **George Lafond, Treaty Commissioner who will deliver the keynote address.** George Lafond will talk about "Building Community" to an expected audience of greater than 400 people. Recognition of nominated donors, youth philanthropists and outstanding fundraising professionals will be announced. Our 13th Annual Philanthropy Day Celebration Luncheon is a chance for business, corporate and individual donors, volunteers and our voluntary sector organizations to sit down and toast philanthropy together.

AFP is an organization that represents more than 30,000 professional fundraisers in 200 chapters around the world. Through education, training and advocacy efforts, AFP works to advance philanthropy efforts in your community. "It's no longer just about recognizing leaders within the philanthropic world," says AFP CEO and President, Andrew Watt, of National Philanthropy Day. "It has become a community event that resonates with the

entire public and seeks to bring everyone together to remember the tremendous accomplishments philanthropy has made in our world.”

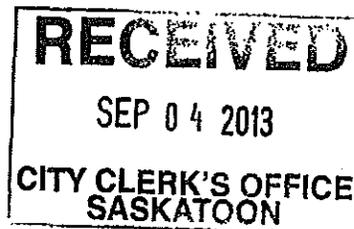
Thank you for your consideration of this request, and I look forward to hearing from you in the near future. If you have any questions, please contact either chair Carla Loney-Tindall at 306-683-8440.

Sincerely,



Carla Loney-Tindall
Chair, AFP National Philanthropy Day 2013
Loney-TindallC@spsd.sk.ca

Association of Fundraising Professionals
131 Wall St
Saskatoon S7K6C2



205-5
D2)

Mayor Donald Atchison
222 - 3rd Ave. N.
Saskatoon, SK S7K 0J5

SEPTEMBER 1, 2013

To the honourable Mayor Donald Atchison,

The Canadian Breast Cancer Foundation – Prairies/NWT Region respectfully requests that you, as Mayor of Saskatoon, officially proclaim the month of October as Breast Cancer Awareness Month and lend your voice to a very important cause.

Breast cancer continues to be the most common cancer amongst Canadian women: an estimated 23,800 women will be diagnosed with the disease this year and 5,000 will die of it. For our team at the Canadian Breast Cancer Foundation – Prairies/NWT Region, these statistics show how important it is to recognize the seriousness of breast cancer and reflect the need for well-funded research and awareness projects.

On the Sunday, October 6th, 2013 the Canadian Breast Cancer Foundation CIBC Run for the Cure will be held in 66 communities across Canada to raise much needed funds. In 2012, we celebrated with over 170,000 runners and walkers who, together helped raise over 30 million dollars to create a future without breast cancer.

With the help of so many generous people from cities and towns across the country, we hope to exceed last year's figures and invest those donations in the best, brightest minds in breast cancer research and advocacy in Manitoba, Saskatchewan and Alberta. An official proclamation of Breast Cancer Awareness Month from your council would go a long way to strengthen our efforts.

If you like, our team would be happy to provide you with pink ribbons, brochures from our breast health series and any other informative materials you require. We can also arrange free seminar sessions on breast health and the work we do here at the Canadian Breast Cancer Foundation – Prairies/NWT Region.

Please feel free to contact me if you have any questions.

Sincerely,

Jennifer Brigden
Coordinator, Marketing & Communications
Canadian Breast Cancer Foundation – Prairies/NWT Region
jbrigden@cbcf.org
403.209.2233

cbcf.org

700 – 10665 Jasper Avenue, Edmonton, AB T5J 3S9	P 780.452.1166	TF 1.866.302.2223	F 780.451.6554
300 – 1324 17 Avenue SW, Calgary, AB T2T 5S8	P 403.209.2233		F 403.209.2366
304 – 1 Wesley Avenue, Winnipeg, MB R3C 4C6	P 204.231.4885	TF 1.866.267.3948	F 204.231.4910
2 – 1124 8 Street East, Saskatoon, SK S7H 0S4	P 780.452.1166	TF 1.866.302.2223	F 780.451.6554



PROCLAMATION OF BREAST CANCER AWARENESS MONTH

WHEREAS: Breast cancer is the most common cancer in Canadian women and is a serious disease that will affect 23,800 women, 200 men and their families this year, and

WHEREAS: It is of great importance that money be raised to fund breast cancer research projects and community programs, and

WHEREAS: The Canadian Breast Cancer Foundation strives to be an effective advocate, a trusted leader, a respectful partner and a catalyst in creating a future without breast cancer.

THEREFORE: I _____ (name) hereby proclaim the month of October 2013 as "Breast Cancer Awareness Month" in the town of Saskatoon, Saskatchewan this 1st day of October, 2013.

cbcf.org

700 – 10665 Jasper Avenue, Edmonton, AB T5J 3S9
300 – 1324 17 Avenue SW, Calgary, AB T2T 5S8
304 – 1 Wesley Avenue, Winnipeg, MB R3C 4C6
2 – 1124 8 Street East, Saskatoon, SK S7H 0S4

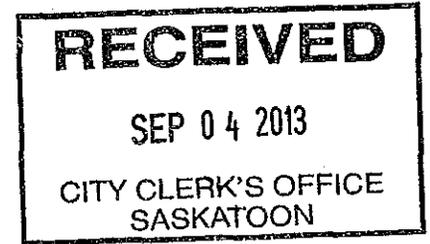
P 780.452.1166
P 403.209.2233
P 204.231.4885
P 780.452.1166

TF 1.866.302.2223
TF 1.866.267.3948
TF 1.866.302.2223

F 780.451.6554
F 403.209.2366
F 204.231.4910
F 780.451.6554

D3)
2013 23

From: CityCouncilWebForm
Sent: September 04, 2013 1:04 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Sharon Cunningham
712 Victoria Avenue
Saskatoon, Saskatchewan
S7NOZ2

EMAIL ADDRESS:

executive.director@saskatoonintervalhouse.org

COMMENTS:

We would be pleased if Your Worship and City Counsel would proclaim October 6-12, 2013 as Saskatoon Interval House Inc. Week in order to help us commemorate our 40th anniversary.

On behalf of the Board of Directors, the Staff and the Residents we thank you for your consideration of our request.

Sharon Cunningham
Executive Director
Saskatoon Interval House Inc.

D4)

TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Greg Fleet
1801 Toronto Street
Regina, Saskatchewan
S4P 1M7

EMAIL ADDRESS:

g.fleet@sk.johnhoward.ca

COMMENTS:

I am writing to request that the City of Saskatoon proclaim the week of October 21 to 25, 2013 to be "John Howard Society of Saskatchewan Week".

Below is an example of the proclamation for your purposes.

If further information is required we can be reached at the below number.

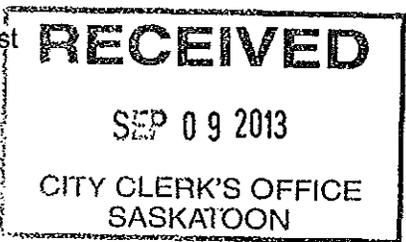
Thank you for your attention to this request.

Sincerely,

Greg Fleet
Executive Director
John Howard Society of Saskatchewan
Phone 306-531-6036

205 DS

From: Rhonda Rosenberg [exec@mcos.ca]
Sent: September 09, 2013 3:41 PM
To: Kuffner, Becky (CY - Community Development); Smith, Bob (City of Weyburn); Kossmann, Bruno (City of Meadow Lake); City of Moose Jaw; City of Saskatoon; Web E-mail - City Clerks; City of Yorkton; Davies, Glen (City of Regina); Carroll, Glenn (City of Lloydminster); Ivan Gabrysh ; James Moller ; Puffalt, James (City of Estevan); Toye, Jim (City of North Battleford); Wade, John (City of Melfort); khauser@melville.ca; McKay, Garry (City of Moose Jaw); Cotterill, Robert (City of Prince Albert); Blevins, Scott (City of Martensville); Tim Marcus ; waynefoster@kindersley.ca
Cc: Titilayo Omolola; Justin Waldrop
Subject: Saskatchewan Multiculturalism Week Proclamation Request



Dear City Manager,

Please accept this email request for a provincial proclamation.

Saskatchewan Multiculturalism Week is November 16-24, 2013.

Saskatchewan Multicultural Week is celebrated each November the week that includes November 22nd. The Saskatchewan motto is *From Many Peoples Strength*. Saskatchewan was the first province to enact multiculturalism legislation on November 22, 1974, recognizing the right of every community to retain its identity, language and traditional arts and sciences for the mutual benefit of citizens. In 1997 the Act was revised and a section of the Act states the policy should preserve, strengthen and promote Aboriginal cultures and acknowledge their historic and current contribution to development of Saskatchewan. More information is available on The Multiculturalism Act of Saskatchewan. We are aware that responsibility for the Act resides with the Ministry of Parks, Culture and Sport. The Act states broadly the provincial multiculturalism policy and provides the Minister power to carry out the purposes of the Act.

The Multicultural Council of Saskatchewan is committed to promoting, fostering, improving and developing multiculturalism in the economic, cultural and political life of Saskatchewan while working to achieve equality of all residents. MCoS is supported by Saskatchewan Lotteries through SaskCulture.

Contact person:
 Rhonda Rosenberg, Executive Director
 Multicultural Council of Saskatchewan
 452 Albert Street North, Regina SK S4R 3C1
 Phone: (306) 721-6267; Fax: (306) 721-3342
exec@mcos.ca

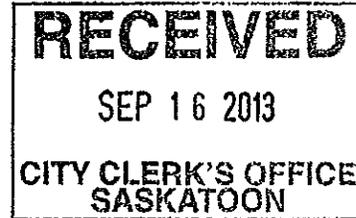
Thank you for your assistance. I look forward to hearing from you regarding this proclamation request.

Respectfully,

Rhonda Rosenberg
 Executive Director
 Multicultural Council of Saskatchewan
 452 Albert St. N., Regina, SK S4R 3C1
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 F: 306-721-3342
 E: exec@mcos.ca

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REMEMBRANCE DAY COMMITTEE



September 10, 2013

Mayor and Members of City Council
City Of Saskatoon
222-3rd Ave. N.
Saskatoon, Sk. S7K 0J5

RE: PROCLAMATION FOR VETERAN'S WEEK NOVEMBER 5th TO 11th, 2013

Dear Mayor and Council:

On behalf of all Veterans and the Remembrance Day Committee of Saskatoon we are requesting that the City of Saskatoon proclaim the week of November 5th to 11th as Veteran's week.

Yours truly

A handwritten signature in black ink, appearing to be "Jim McKinny".

Jim McKinny – Secretary Remembrance Day Committee

CC: Brent Wignes
Don McDonald

3021 Louise St
S7S 3L1