



Willows Hotel and Spa Location and Commercial Feasibility Analysis

Scandvik Hotels & Spa
Dream Development
February 2, 2021

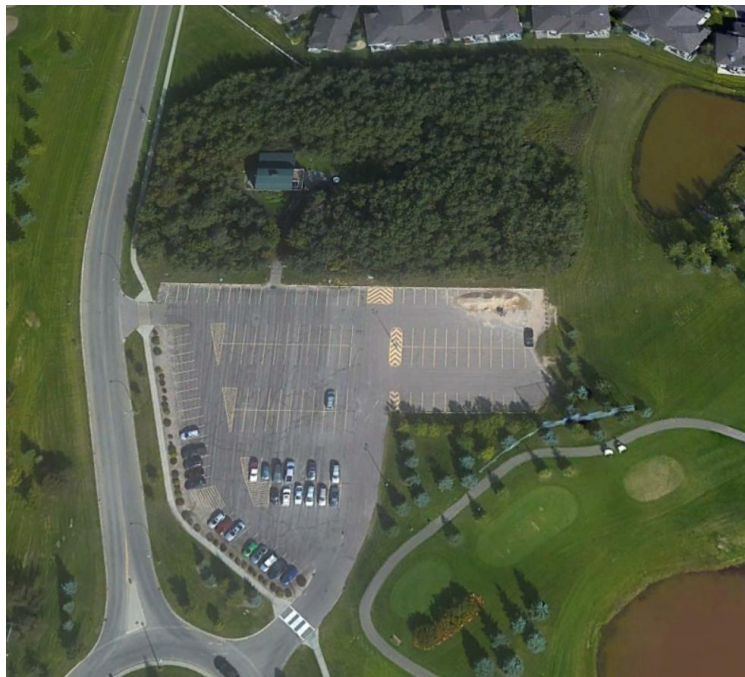


Introduction and Context

The purpose of this analysis is to focus on the locational attributes of The Willows and examine the suitability of the proposed new Scandvik Boutique Wellness Hotel and Nordic Spa development at the Red Barn site. It further provides a market and feasibility assessment for both the proposed mixed-use commercial site and the hotel/spa. It has been noted that both Scandvik and Dream Development have compiled considerable amounts of information about the future phases of The Willows and the Boutique Hotel and associated wellness features to date. The City of Saskatoon has indicated that it requires an additional 3rd party assessment of the market potential focusing mainly on the new commercial mixed-use site and hotel/spa.

There are two parts to this analysis. Firstly, it provides a detailed description of the The Willows development intent and purpose, the 'Red Barn' site's suitability for the hotel/spa development, and the overall fit within The Willows Golf Course Community from a land use compatibility standpoint. Secondly, the report focusses on the market and feasibility assessment of the commercial components within the Willows Concept Plan amendment.

In terms of content and structure, the report looks first at the Willows development history, purpose and intent. Next is a look at the land use planning and regulatory environment governing development at The Willows. The final section is a market assessment of the commercial mixed-use site, hotel and spa, including a look at the typical characteristics of Golf Course Resort Communities in Saskatchewan, Alberta and B.C.



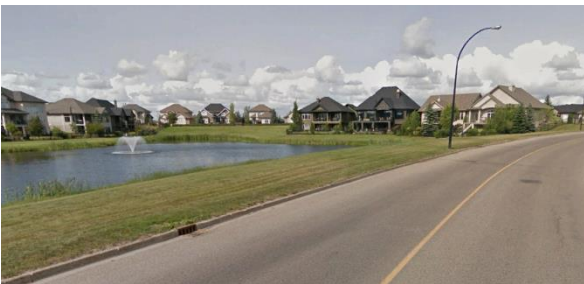
The Willows Golf Course Community

The Willows Golf Course Community was introduced as an idea in Saskatoon in the early 2000s. It was proposed as Saskatoon's first Golf Course Community. Up to that point in time, the Saskatoon region contained no golf course communities despite their popularity in other centres. Golf course communities fundamentally integrate residential dwellings such as single-family homes, townhouses, condominium and apartment style dwellings with golf courses. Residential uses are not simply adjacent to the golf course, they are woven into the design of the golf course usually in clusters. The golf course also integrates other destinations such as the clubhouse, retail, restaurant and conference facilities.



The attractiveness and success of The Willows within the Saskatoon marketplace is evident and well-documented. It is a unique one-of-a-kind development in Saskatoon and draws from both a local and regional market.

The current environment is comprised of low-density, low-rise apartment condominiums and large-lot single family formats within a master-planned community. The development is continuing at The Willows with the latter stages of the development contemplated nearly 20 years ago now being implemented. Amendments to the original design have evolved over time as market conditions warranted.



The Willows is not a traditional neighbourhood in Saskatoon and was never proposed or approved as such. From the beginning, this was intended to be a new residential development integrated with a golf course with destination conference facilities. At the time, the City was required to fit The Willows into a regulatory framework which did not contemplate golf course communities.

At the time of this report, Dream Development is engaged with the City of Saskatoon to amend the Willows Concept Plan. The concept plan amendment proposes a major reconfiguration and expansion of uses in the west side of The Willows development. The previously approved residential development plan would be amended to include estate and semi-estate homes coupled with a premium 18-hole golf course. A total of 5 sub-phases are planned for additional residential and mixed uses.

A healthy lifestyle is being promoted as one of the key features within the concept plan amendment. Overall, the concept amendment will include:

- Offering wider range of lot sizes than what currently exists.
- A commercial site (including a boutique hotel and wellness spa) and mixed-use site, proposing complimentary uses to the golf course.
- Introduction of municipal reserve spaces and playground/sporting amenities

Regulatory and Policy Environment

Direct Control District 4

A Direct Control District (DCD) was utilized in 2004/5 to provide for a new golf course with an integrated residential component. DCDs provide development flexibility through the use of guidelines. DCDs are intended for unique developments and circumstances which do not fit within more traditional or standard urban development.

According to the DCD4, there are many non-residential uses which may be developed in conjunction with the golf course clubhouse and operation at The Willows. These include:

- Restaurants;
- Lounges;
- Pro shop;
- Tennis courts;
- Swimming pools;
- Retail and retail services (up to 929m² (10,000 ft²));
- Personal service trades;
- Medical clinics;
- Banquet facilities;
- Convention and catering facilities and outdoor storage.

The addition of a mixed-use area, boutique hotel and spa, expands the list of destination uses and appears compatible with the above list of permitted and accessory non-residential uses allowed for the golf course.

The addition of a low-rise boutique hotel and spa use would effectively add a 'resort' component to the Golf Course Community while enhancing the wellness aspects offered at The Willows. It also would complement the proposed 'mixed-use' site which would be created through the redesign of the west side of The Willows.



Why the Willows?

Adding a boutique hotel and wellness spa will increase amenity and broaden The Willows' appeal as a year-round wellness destination.

There is room and underutilized space at The Willows. The Willows is a low-density environment. With the proposed re-configuration of the west side of the Willows and reduction of golf links, there is even more room for growth. The hotel and spa is not a high-density development. It should fit compatibly within The Willows low-density environment especially in a defined, clustered non-residential core area. It will occupy space which is currently used only seasonally on a temporary basis. The proposed hotel/spa site is only 1.62 hectares (4 acres). This represents just 0.78% of the gross total area, or 1.31% of the gross developable area of The Willows. Even after the development of a boutique hotel and spa, The Willows will remain a low density development area with an overall density of only 5.2 dwellings per gross hectare (2.1 dwellings per gross acre).

The Willows is currently defined by its seasonal appeal centred around the activity of golf and temporary events at the Red Barn. Adding a boutique hotel and outdoor spa will increase amenity and broaden its appeal as a year-round wellness destination.

It also furthers the City's stated desire and winter city strategy by increasing the number of winter outdoor activities offered in Saskatoon. Spas are popular in Quebec and they increasing in popularity in the rest of Canada with a new spa open in Winnipeg (2015) and plans and proposals for these types of spas in Calgary and Edmonton.

Infill

Development at the Red Barn site will intensify an existing piece of underutilized property which is currently used on a temporary, seasonal basis.

The addition of a Nordic Hotel and Spa at The Willows should be considered as an infill development. It is an infill development like most others. Infill development helps the city achieve a compact and efficient urban form and is supported within the City's new Official Community Plan. According to Section 1.3 of the Official Community Plan (OCP), infill development...

'supports the fundamental values of the Plan, contributing to the development of an environmentally and economically sustainable city.'

Furthermore, the OCP policy for infill states that infill should...

'(p)romote the intensification of developed urban areas to minimize the urban footprint and accommodate long-term regional growth.'

Development at the Red Barn site will intensify an existing piece of underutilized property which is currently used on a temporary, seasonal basis.

Infill development should not be speculative in existing neighbourhoods. The infill development proposals which are most successful are those with a very well defined, clear and articulated development proposal. This gives existing homeowners and property owners assurance that what is proposed will be constructed as shown. The Scandvik proposal is very clear and precise in its vision for a new boutique hotel and spa. The ultimate development would be regulated by the DCD4 zoning district and could contain new standards for the development to ensure compatibility remains a top priority and prevent an alternative development from being

built. The DCD gives the City the power to define specific development standards for a specific use on the proposed site to ensure compatibility with the surrounding area.

Compatibility

*The boutique hotel and wellness spa fits within The Willows environment from a form, function and volume perspective. Furthermore, the emphasis is on **quiet** and **peaceful surroundings**. The spa is adult-only which stresses **tranquility** and **rejuvenation**.*

The Willows Golf Course Community currently contains 3 main land uses - a golf course, clubhouse/conference facilities and residential condominium development. The addition of a hotel and spa means The Willows will introduce a 'resort' element to the central destination area across from the clubhouse and conference facilities. The resort components (Hotel, Spa, Clubhouse, Conference facility) are intended to be clustered and centrally located on Cartwright Road.

What is a Nordic Spa? A Nordic spa is defined as '*an outdoor spa offering hydrotherapy services which consist of alternating hot, cold and relaxation periods combined with hydration. The hydrotherapy experience eliminates toxins, relaxes the muscles, contributes to better blood flow in the circulatory system, eliminates stress, stimulates the immune system, and contributes to overall good health and well-being, physically and spiritually. Massage and body treatments services are offered, and aesthetic treatments may be provided.*'

(CBRE Hotel Report, Scandvick Hotels)

The wellness hotel and spa fits within The Willows environment from a form, function and volume perspective. It would be situated within a new centrally-located cluster of existing local and regional destinations. Many new communities in Saskatoon now contain non-residential facilities, destinations, and services within their boundaries. The recent neighbourhoods of Brighton, Stonebridge, Hampton Village, Evergreen/Aspen Ridge all contain commercial areas which draw from neighbourhood, district and regional market areas. This is by design and policy. The trends in city building and neighbourhood design include sustainable mixed-use environments which enhance livability, wellness, safety, convenience, and market desirability.

The addition of a low-rise hotel and spa is compatible with the existing destination uses. With regards to compatibility with the existing residential cells at The Willows, Windermere Villas is the only residential use in reasonable proximity to the proposed hotel and spa site. Plans are to maintain a 40-60 metre treed separation buffer between the hotel and any residential uses.

This development is not a traditional hotel development. The emphasis is on quiet and peaceful surroundings. The spa is adult-only which stresses tranquility and rejuvenation. Furthermore, site planning for the wellness hotel and spa will be undertaken (under the auspices of an amended DCD4 zoning district) to ensure adequate separation, screening, building orientation and site design is sensitive to the existing adjacent residential environment.

City Centre Policy

Scandvik Hotels is seeking a particular demographic profile which exists at the Willows. Placing this development within the intended market is important to its future success.

City policy puts particular emphasis on downtown development through the Official Community Plan (OCP), Bylaw 9700 (August 2020). According to Section F (2) (b) of the OCP:

“Whenever possible, commercial, cultural and entertainment facilities that are significant to the City or region will be located in or near the City Centre.”

This is a prudent policy which serves Saskatoon well. However, the administration of development policy allows for flexibility and interpretation to account for particular or specific market characteristics and needs. Scandvik Hotels is seeking a particular demographic profile which exists at The Willows. A boutique wellness hotel and spa has specific locational demands and will have particular appeal to an identified segment of Saskatoon’s population. Although the development will have appeal to many, the primary demographic segment to be served is an older, affluent population base who will be interested in more lifestyle and wellness options and facilities. This same demographic profile does not exist in Saskatoon’s downtown.

According to the Canadian Wellness Tourism and Spa Market Size report for The Willows Red Barn site, wellness spas are

‘(o)ften combined with accommodations, this concept involves a year-round, weather-proof outdoor spa experience, which would be well suited to capture demand from residential, as well as same-day and overnight leisure-based markets in the surrounding area.’

Placing this development within the intended market is important to its future success.

Roadways

The amendment includes creating a third access point which would serve the Red Barn site and mixed-use node. A new collector roadway with direct access from Lorne Avenue will allow patrons who wish to access the golf course and destination uses (including a hotel/spa) without using the existing Cartwright Street.

On August 13, 2020 a Neighbourhood Traffic Review meeting was held between representatives of the City’s Transportation and Construction Division and residents of The Willows. Neighbourhood Traffic Reviews are conducted in all neighbourhoods in Saskatoon to hear concerns around safety, noise and other traffic issues.

The Willows traffic review meeting heard that there were concerns from residents about the following:

- Speeding
- Shortcutting between Clarence and Lorne (mainly to avoid trains)
- Stunting in the Parking Lots
- Missing Sidewalks
- Insufficient Street Lighting on North Section of Cartwright Street
- Crosswalks required at some locations to Increase Safety.

From a traffic capacity point of view, Cartwright Street is a collector roadway with design capacity of between 5,000 to 8,000 cars per day (typical design capacities for collector roadways). Collector roads are typically defined as a street which intercepts, collects and distributes traffic between local and arterial streets with direct access to abutting properties.

The development of a boutique Hotel and Spa may alleviate some of the traffic concerns expressed by The Willows residents at the traffic review meeting. For example, stunting in the parking lot would no longer occur. The parking lot in front of the Red Barn is only used occasionally and has limited surveillance when not in use. Full-time use and management would prevent stunting from occurring. More eyes in this area will enhance safety and security. Scandvik Hotels plans to design the site with features which enhances access, lighting and pedestrian movement.

The Traffic Impact Study submitted with the proposed concept plan amendment indicates that additional west-side development contemplated at The Willows will precipitate the need for additional collector roadway access

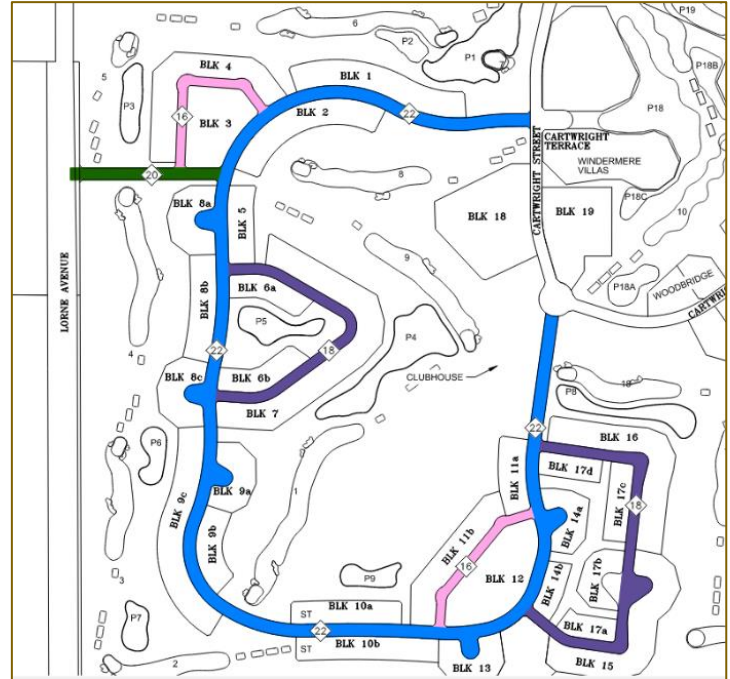


from Lorne Avenue. The concept plan amendment contemplates new roadways to add egress and access capacity to the development area. The amendment includes creating a third access point which would serve the Red Barn site (Blk 19) and mixed-use node (Blk 18). A new collector roadway with direct access from Lorne Avenue will allow patrons who wish to access the golf course and destination uses (including a hotel/spa) without using the existing Cartwright Street. All three major access points – Lorne (2) and Clarence lead to a central point within the development.

Transit services are currently not available at The Willows and are not expected to be extended to The Willows after the next phases of growth occur. This underscores the need for additional roadways and adequate parking to be provided.

Walkability is expected to be enhanced in the amended concept plan. Multi-use pathways for walking and cycling will be added to the future development. The best way to increase the use of walkways and cycling infrastructure is to provide destinations which encourage people to use these facilities.

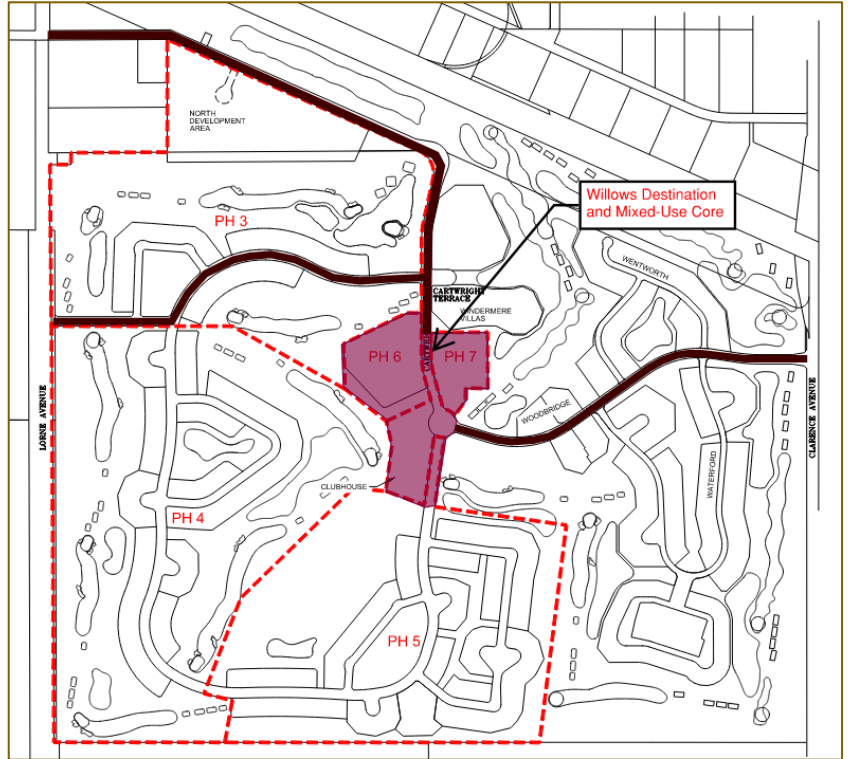
New Central Destination & Mixed Use Node



The proposed amendment provides the opportunity to re-think the original Willows concept,... and consider what is possible to add amenity, value and increase sustainability to the original Willows development. This opportunity enhances The Willows' unique place within the Saskatoon marketplace.

With additional roadways, enhanced pedestrian network, wellness facilities and more comprehensive list of compatible destination uses, The Willows becomes a more fundamental urban neighbourhood which uses land more efficiently, increases safety, and adds features and services to Saskatoon which currently do not exist. This opportunity enhances The Willows' unique place within the Saskatoon marketplace.

Demand for Golf Courses and rounds of golf is falling. The opportunity at The Willows in 2021 extends beyond replacing golf links with residential development. The proposed amendment provides the opportunity to re-think the original Willows concept, which is now twenty years old from inception, and consider what is possible to add amenity, value and increase sustainability to the original Willows development. The proposal to add compatible, non-residential uses to enhance the local and regional offerings based on a theme of wellness at the Willows seems reasonable.



Commercial Feasibility of this central commercial node is addressed in the next section.

Commercial Feasibility Assessment

Proposed Wellness Hotel, Nordic Spa and Mixed-Use Commercial Site

It was determined by CBRE that there is a 'strong opportunity' to develop a Nordic Spa product in Saskatoon, with a total available market of 3.2 million. Depending on location, CBRE estimates annual visitation levels in the range of 47,000. Destination uses benefit from being in proximity to, or within other destination uses.

The focus of this section is on the commercial viability of a new ‘commercial node’ at the Willows location. The commercial node being proposed in the Willows concept plan amendment is comprised of a wellness hotel, nordic spa and commercial mixed-use node with approximately 8,000 to 10,000ft² of retail, personal service and retail service uses.

The focus is not on whether the existing Willows development is a viable location for a new commercial node, but rather whether the new Willows concept creates the market conditions to support the proposed uses identified.

Hotel/Spa

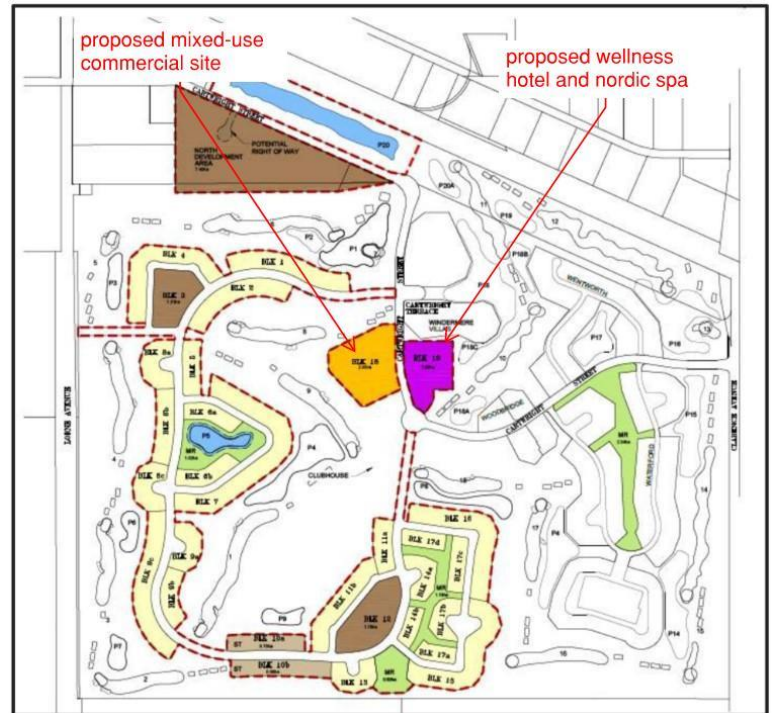
It has been already established in the CBRE/Scandvick hotel report that Saskatoon has market conditions which could accommodate a wellness hotel and four-season spa. It provided market data which demonstrated that from a destination perspective, there is a ‘strong opportunity’ to develop a nordic spa in Saskatoon. Depending on location, the CBRE analysis estimated annual visitation levels in the range of 47,000 for a nordic spa. The analysis considered a 60 kilometer radius as the core market area for the spa. This report will not repeat that economic analysis.

The market characteristics, demographics and competitive landscape showed that Saskatoon and region would be a good choice economically for these new facilities and services. The question being addressed in this report is the locational viability of the proposed Willows location within the proposed concept plan amendment.

Firstly, the hotel and spa is a destination use. A destination use is defined as a pre-determined place to which a person travels to. It does not draw passing motorists or pedestrians on a whim. The Willows Golf Course, restaurant and conference facility is already a destination drawing from a regional market. Our analysis showed that destination uses benefit from being in proximity to, or within other destination uses.

Secondly, we’ve noted that competitive Western Canadian destination spas were affiliated with hotels or resorts. The spas were often combined with accommodations. The CBRE report stated that the concept involves a year-round, weather-proof outdoor spa experience, which would be well suited to capture demand from residential, as well as same-day and overnight leisure-based markets in the surrounding area.

Comparable spas which have recently opened include Chelsea, Quebec, (pop. 6,909), Winnipeg, Manitoba (pop. 705,244) Whitby, Ontario (pop. 128,377) and locations are being planned in Calgary (1,239,220) and Edmonton, Alberta (pop. 932,546). These destinations contained an average of 280 guest rooms. The Saskatoon proposal is for a 120-room wellness hotel. There are few Nordic Spa properties open in Western Canada, and only one comparable spa – the Sun Tree Spa at Temple Gardens Hotel & Spa – in Moose Jaw, Saskatchewan.



Thirdly, a proposed Nordic Spa in Saskatoon would be aimed at adults over 19 years of age and would be viewed as both a social and wellness-focused activity for local residents and visitors to Saskatoon. The Willows is mainly comprised of older adults aged 50 plus.

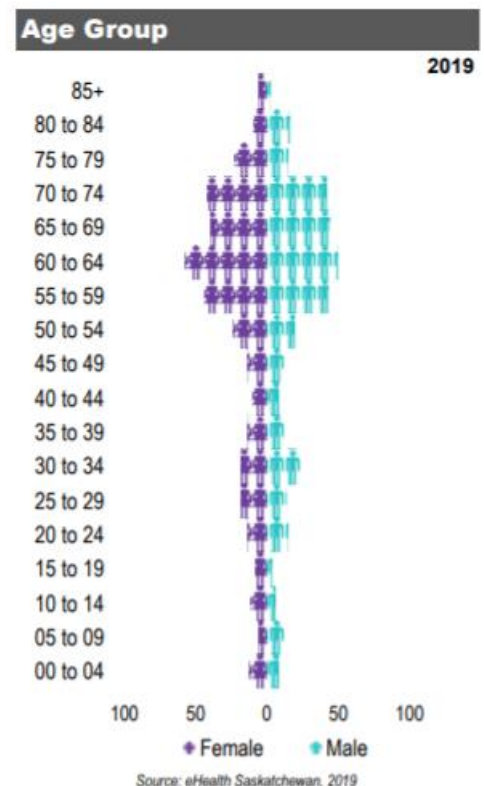
Fourthly, this report examined 6 golf course resort communities in Canada. Golf Course Resort Communities combine golf course, clubhouse, residential and hotel accommodations and associated amenities within the same location. The communities examined are:

- Bear Mountain Resort Community, Victoria, B.C.
- Predator Ridge, Vernon, B.C.
- Cobble Beach, Owen Sound, Ontario
- Crown Isle, Comox Valley, Vancouver Island
- Fairmont Springs Resort, Fairmont, B.C.
- Elk Ridge Resort, Waskesiu Lake, Saskatchewan

Similar characteristics amongst each were noted which included:

- Location and Context
- Hotel Development
- Residential Development
- Access
- Amenities
- Separation Distances

The similarities are listed and described in the table on the next page.



Characteristic	Similarities
Location and Context	Scenic location, often multiple attractions and destinations contained within the development.
Hotel Development	Several different forms of accommodation including hotel, lodge style plus cabins or cottages for short stays.
Residential Development	Single Family homes, luxury builds, condominium development.
Access	Close to main roadways to provide connection to cities and airports.
Amenities	Usually offer 4 season amenities, specialty retail and personal services.
Separation distances	The homes and guest accommodation are often separate uses which are divided into private settings. They are not physically integrated but share a locale.

(for a full description of each resort, please refer to the Appendix at the end of this report)

It is the opinion within this report that the amended Willows concept, which blends hotel, limited retail, conference facilities, golf course, restaurants and associated amenities such as a spa, shares many similarities to other Canadian Golf Course Resort Communities.

It is the amassing of associated compatible destination uses and associated roadway improvements which makes the Red Barn site suitable for the hotel and spa.

The amended concept plan includes critical roadway improvements such as an additional link to Lorne Avenue (highway 219). This link is directly connected to Cartwright Street which serves the central commercial core, hotel and spa location. This proposed linkage is critical to adequately accommodate the increase in residential, commercial, hotel and destination uses proposed. It was evident in the Neighbourhood Traffic Review meetings that there are existing issues along Cartwright Street related to shortcutting, safety and pedestrian movement which would only be amplified by adding the hotel and spa.

It is the amassing of associated compatible destination uses and associated roadway improvements which makes the Red Barn site suitable for the hotel and spa. In other words, without the changes contemplated in the amended concept plan, it would be less desirable to simply add the hotel/spa to the Red Barn site without the critical access improvements and associated residential growth.

Feasibility of Proposed Mixed Use Commercial Site

Commercial feasibility is being measured against the metrics proposed by Dream Development in the amended concept plan. Phase 2 of The Willows contemplates a complete redesign of the original concept. The redesign is focussed on the western half of The Willows. One of the key features in the amended phase 2 concept contemplates a commercial mixed-use site which is the focus of this section.

The proposed mixed use commercial site is 2.39 ha (5.92 acres) in size. The site is projected to contain approximately 8,000 to 10,000 ft² of commercial space comprised mainly of retail, personal service and small specialty retail designed to fit within the Willows commercial core environment. The intended market are local residents and patrons of the commercial core including hotel guests and golfers.

Residential Growth

The existing concept plan describes phase one as containing 371 units comprised of:

- 209 single unit dwellings,
- 26 semi-detached dwellings, and
- 136 multiple unit dwellings.

The amended second phase will contain:

- 267 single unit dwellings
- 44 townhouses
- 56 semi-detached dwellings

- 148 multiple unit dwellings, and,
- 184 units within the mixed use commercial site

Phase	Concept Plan	Total Dwellings	Total Dwellings
One	Existing	371	
Two	Existing	283	654
One	Existing	371	
Two	Proposed	698	1,069

The table above shows a 63.5% increase in the total number of dwelling units contemplated between the existing Willows concept and the proposed concept.

Income

The Willows contains the highest median household income in the Saskatoon region (includes RM of Corman Park).

Area	2016 Median Household Income
Saskatoon (city)	\$79,210
RM of Corman Park	\$141,902
The Willows	\$198,913

The median household income at The Willows is 2.5x higher than the median household income for the city. This means that the discretionary spending level at the Willows is the equivalent of 2,673 households (1,069 x 2.5).

Viability Model

Wallace Insights uses a proprietary retail viability model to predict retail viability in urban environments. The model relies on expected gross sales per ft² for a variety of standard retail platforms, discretionary income within the intended market area and market capture rates to provide a measure of 'viability'.

The model uses the following inputs to determine the likelihood of viability:

1. Gross Area of Development
2. Gross Dwellings per Acre
3. Median Household Income
4. Discretionary Income
5. Market Capture Rate
6. Online Shopping Rate
7. Gross Sales per Square Foot by Retail Format

Discretionary income is normally a standard measurement. Unless there are special circumstances, the average Canadian household has between 28% and 32% discretionary income to spend each year. This is income remaining

after all fixed financial commitments such as mortgage, auto, insurance, utilities, condo fees, etc. are paid. Discretionary income is used for a wide variety of things such as vacations, investments, purchases of goods and services. Conservatively, we are using a 28% discretionary income level in the model.

Market Capture Rates is a measure of how much of the intended market is being captured by the proposed retail development. In areas with higher amounts of similar, competitive retail formats the capture rate would be lower (ie. more competition). In areas with fewer similar, competitive retail formats the capture rate would be higher (ie. less competition). For the Willows, there are several general retail formats nearby (ie. Stonegate, Melville Street). However, we believe the retail formats proposed for the mixed-use commercial site will cater to a particular market comprised of the local residents, hotel guests, golf course and conference patrons. Therefore, the market capture rate will tend to be higher for the Willows development.

Online Shopping Rate is a measure of the amount of competitive online shopping which would tend to erode the available dollars per square foot for retail stores. In North America, online shopping is rising constantly. In some areas 15% of all retail sales are conducted online. However, in the case of The Willows, the retail formats are likely to specialize and cater to patrons on the site. In this scenario, competitive online shopping will be negligible and set to zero.

Gross Sales per Square Foot is a dollar figure assigned to standard types of retail formats. The model contains dollars per square foot for the following retail formats.

- Supermarkets
- Specialty Food Store
- Warehouse Member Club
- Major Department Store
- Discount Department Store
- General Merchandise Store
- Apparel & Accessories
- Household Furnishings
- Drugs and Cosmetics
- Durable/Semi Durables
- Home Improvement Related
- Household & Auto Supply

For the purposes of the Willows concept amendment, the category which best fits for this exercise is the General Merchandise Store.

Results

Without considering the discretionary spending originating from patrons of the hotel or golf course, only 7.52% of discretionary spending is required to support a 10,000 ft² retail space at the Willows.

The gross area of The Willows is 511.54 acres. The expected number of dwellings is projected to be 1,069 with a population at full development of 2,669 residents. Therefore, the gross density is 2.1 dwellings per gross acre.

The annual sales required to support a 10,000 ft² general retail store is projected to be \$3,135,000. The total annual discretionary income of the Willows at full build out is \$59,545,245 based upon an annual median income of \$198,913, (1,069 dwellings and 28% discretionary income).

Assuming that the median income is applied across the entire Willows development (current and proposed), applying the model at full build out shows the following:

Annual Median Household Income	\$198,913
Annual Discretionary Income by Household	\$55,696
Total Annual Discretionary Income at full build-out	\$59,545,245
Market Capture rate of 70%	\$41,681,671
Required Annual Sales per ft ² (10,000 ft ² General Retail Format)	\$3,135,000
Percentage of Total Annual Discretionary Income	7.52%

By any reasonable measure, a 10,000ft² retail space within the new Willows development concept is a viable consideration.

Summary

A low-rise wellness hotel and nordic spa are compatible with the list of existing destination uses currently contained within the DCD4 zoning district.

Careful site planning will need to be undertaken (under the auspices of an amended DCD4 zoning district) to ensure adequate separation, screening, building orientation and site design is sensitive to the existing adjacent residential environment.

The Willows is a low-density environment currently and will remain a low-density environment after the addition of addition of 698 dwellings, a mixed-use commercial area, and low-rise boutique hotel and spa. Projections are for 2.1 dwellings per gross acre. Typical Saskatoon neighbourhoods exceed seven (7) dwellings per gross acre.

The hotel and spa will be designed to be a quiet, peaceful environment. It emphasizes tranquility for rejuvenation and allows patrons to enjoy the facilities without disruption. The spa facilities are adult-only. This is an important feature from a compatibility point of view with the nearby residential environment.

The boutique hotel and spa require a particular demographic and income level which exists at The Willows – affluent, adult, and at the stage of life where lifestyle and wellness matter.

The development is another example of infill growth which has benefits for the City at large. The Red Barn site is currently underutilized. The potential mixed-use site will occupy a new vacant site when the current golf course is re-aligned.

Additional roadways planned as part of the Concept Plan amendment are critical to add capacity to accommodate more residential and destination resort uses, such as the hotel and spa, without negatively affecting existing roadways. It is our opinion that the hotel and spa are not desirable in this location if the proposed concept to add additional roadway capacity is not approved. The hotel and spa require the additional capacity to adequately serve the site.

The addition of 10,000ft² of retail space on the mixed-use commercial site is viable at full build-out. The Willows is the highest household income in the city with enough discretionary income to support more retail. This conclusion does not take into account the discretionary spending from patrons of the hotel, spa and golf course.

Despite the challenges and the controversy which existed when The Willows was first introduced in early 2000s, it has been a successful development. It is now a well-known destination which has introduced many 'firsts' to Saskatoon.

- It was Saskatoon's first 36-hole golf course;
- It was Saskatoon's first Golf Course Community;
- It was Saskatoon's first neighbourhood developed entirely as a bareland condominium development.

The Willows was always unique and planned as such. The Willows can introduce a first to Saskatoon again. It could become Saskatoon's first Golf Course **Resort** Community and include Saskatoon's first Boutique Wellness Hotel and Nordic Spa. It is the opinion resulting from this analysis that all of the proposed changes and added uses contemplated within The Willows concept plan amendment can co-exist and add value to this area by enhancing its unique place in Saskatoon's development framework. Sensitive and careful amendments to the DCD4 zoning regulations should place emphasis on the centralized destination facilities and uses to ensure they are compatible with the existing residential environment.

References

1. The City of Saskatoon, Official Community Plan, Bylaw 9700, August 12, 2020
2. The City of Saskatoon Zoning Bylaw, Bylaw 8770, December 2020
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4. Canadian Wellness Tourism & Spa Market Size, Scandvik Hotels
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6. The Willows Premium Housing Study, Consumer Strategies Group, June 2017
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8. City of Saskatoon Neighbourhood Profiles, 2019.
9. 2016 Saskatoon Census Neighbourhood Data, City of Saskatoon

Appendix

Characteristics of Golf Course Resort Communities

Connecting Similarities

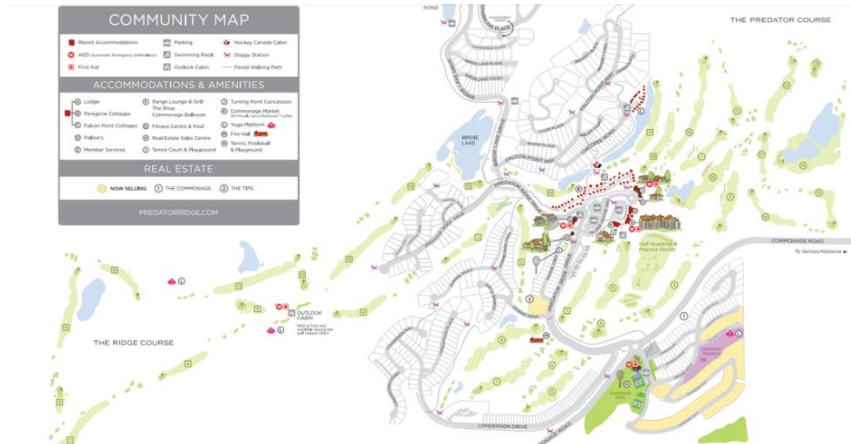
Categories	Similarities
Location and Context	Scenic location, often multiple attractions
Hotel Development	Several different forms of accommodation styles- often lodge style plus cabins or cottages
Residential Development	Usually smaller family homes- luxury build advertised
Access	Close to large roadways to provide connection to larger cities and airports
Amenities	Usually offers 4 season amenities
Separation distances	The homes and guest accommodation seem often be separated into private settings

Bear Mountain Resort Community Victoria British Columbia <https://bearmountain.ca/>

General Description	This multistage real estate and resort community is located just outside of Victoria, BC and offers multiple outdoor recreation opportunities including two premier golf courses- Mountain course and Valley course.
Location and context	Located approx. 13km from Victoria BC. Direct access to highway 1
Hotel development	5 floors, 91 rooms, 4 meeting rooms. Onsite parking available
Residential development	Multiple neighborhoods surround the resort and course, each offer different view, have Golf Membership Eligibility Pinehurst- 39 single family homes- Lots from 6,400-12 sq. ft-800 sq. ft Cypress Gates- 18 villas- phase 2 underway The Riviera- 15 single-family homes- Lots from 6,781sq. ft – 13.455 sq ft Elevate- still under development, condo development
Access	From YYJ highway one connects to Bear mountain pkwy, above and below ground parking available. (figure 1.1 site map) https://bearmountain.ca/resort/resort-map/
Amenities	<ul style="list-style-type: none"> • Three dining options- Bella, Masters lounge, wine cellar • Six options of different rooms for meeting and weddings • Amatista spa • Two golf course options • Tennis facility • Ample biking and hiking trails on site
Separation Distance	The residential lots are located off the golf course or Bear Mountain Pkwy. Pinehurst-located Bear Mountain pkwy- 3min drive to Bear mountain resort Cypress Gates- 3 rd and 4 th hole The Riviera- 5 th hole Elevate- 18 th hole


Predator Ridge

Vernon British Columbia <https://www.predatorridge.com/>

General Description	This four-season community offers many amenities and activities for both visitors and community members.
Location and context	Located in Vernon, BC they are 25 minutes from Kelowna international Airport
Hotel development	<p>Parking for registered guests is free, offer airport shuttle for hotel guests</p> <p>Types of long and short term stay options:</p> <p>Lodge- one- and two-bedroom suites, all units offer full kitchen</p> <p>Peregrine cottages- offer two-bedroom craftsman-style cottages overlooking 16th, 17th, 18th hole</p> <p>Falcon Point villas- offer one, two- or three-bedroom craftsman-style cottages overlook 17th and 18th hole</p> <p>Affinity Vacation Rental homes- located in affinity neighbourhood, two four-bedroom homes available for rental</p>
Residential development	<p>Over 700 homes spread across 1,200 acres</p> <p>Styles range from townhouses, semi-detached homes, private one story homes, single and multifamily homes, as well as ability to do custom builds</p>
Access	<p>(figure 1.2 site map)</p>  <p>https://www.predatorridge.com/application/files/4715/8871/4061/Predator-Ridge_Community_Map.pdf</p> <p>Attached map shows the access to both the resort and the communities, close access to main roadways leading to Kelowna. Parking in facility located above ground free for registered guests.</p>
Amenities	<ul style="list-style-type: none"> • Two 18-hole golf courses, • fitness centre, • hiking/biking trails, • tennis and pickleball courts, • yoga facilities, • two lakes close by, • wineries within 15-min, • 2 full-service restaurants on site
Separation Distance	As seen in map above the resort is integrated into the community but space is still able to be left, essentially the resort is at the center surrounded by the golf courses and the homes- most of the homes are located along the golf courses

Cobble Beach

Owen Sound Ontario, Canada <https://www.livecobblebeach.com/>

General Description	The community is built on 574 acres of land on the shores of Georgian Bay,
Location and context	10 minutes north of Owen Sound, 2 hours from Toronto's Pearson Int Airport Close to Bruce trail (Canadas oldest and longest marked hiking trail)
Hotel development	The inn at Cobble Beach <ul style="list-style-type: none"> - 10 suites (20 beds) - Ample parking Cobble Beach Cottages <ul style="list-style-type: none"> - Five cottages - Sleeps up to eight - Two bedrooms
Residential development	Overlooking the Bay and the Golf course, 90 and growing single family, townhomes, villas and mid-rise style homes available. *recently added 67 custom detached Bungalows – see site map
Access	Above ground parking
Amenities	<ul style="list-style-type: none"> • Onsite- five-star restaurant, • spa, • fitness facility, • tennis courts, • beach club, • hiking trails, • cross country ski trails, • 18-hole golf course, • golf driving range
Separation Distance	<p>The Inn at Cobble Beach is separated from the homes, most of the homes are located along the golf course (see image)</p> <p>Figure 1.3 site map https://www.livecobblebeach.com/site-plan</p> 


Crown Isle Comox Valley

Courtney Vancouver Island B.C <https://www.crownisle.com/>

General Description	871 acre residential community located in Comox Valley offers exceptional golf and living year round.
Location and context	Located in the Comox valley, 163Km away from Victoria Intl Airport and 5km away from Comox Airport, nestled in trees with views of coastal mountain range as well as short drive to Mount Washington Alpine Resort
Hotel development	4,800 Sq ft resort centre with 90 villa suites, 2 bedroom villas maximum capacity 250 people. The villas are a short distance from the resort centre. Free parking available. Overlooks the first fairway.
Residential development	831 acre planned residential golf community, blend of residential real estate lots, single family homes, condominiums, low-rise patio homes, shopping facilities on site. 150 new lots just opened. Series of new subdivisions
Access	Above ground parking, shuttle to airport available
Amenities	<ul style="list-style-type: none"> • Fitness centre, • 18 hole golf course, • rooms with kitchenettes, • onsite dining options, • close to ski hill
Separation Distance	Villas separated from the resort centre; homes divided into subdivisions separated along fairways.

Muskoka Bay

Gravenhurst Ontario <https://www.muskokabayresort.com/>

General Description	offering clifftop views, nature trails and a series of top-quality amenities for year round use
Location and context	Cliff top resort in Gravenhurst Ontario located close to North Muldrew Lake
Hotel development	<p>17,000 Sq Ft clifftop resort, parking outside of accommodation</p> <p>Accommodation options:</p> <p>3-bedroom villas- adjacent to ravine, two floor townhome style residence able to accommodate up to 6 adults</p> <p>4-bedroom villas- adjacent to ravine, three story townhomes, able to accommodate up to 8 adults</p> <p>1-bedroom loft- open concept two story residence able to accommodate up to 2 adults</p> <p>2-bedroom loft- two-bedroom loft able to accommodate up to 4 adults</p>
Residential development	<p>Single-family homes- range from 1350 to over 4000 sq Ft, set on deep lots, two or three bedrooms with second level lofts</p> <p>Villas- 1350 to over 2200 sq Ft</p> <p>Loft- one- or two-bedroom plans</p> <p>Condominiums- studio to 3 bedroom options</p>
Access	<p>Road directly from Gravenhurst to resort</p> <p>Figure 1.4- Site map</p> <p>https://www.muskokabayresort.com/muskoka-resorts/live</p> 
Amenities	<ul style="list-style-type: none"> • Four season amenities including infinity pool, • hiking trails, • spa services, • 18-hole golf course, • tennis club, • fitness centre, • cross country skiing trails, • skating, • tobogganing, • snowmobiling trails
Separation Distance	See site map for detail, homes and resort separated more of a sub community versus an on-golf course living experience.

Fairmont Hot Springs Resort

Fairmont, B.C. <https://www.fairmonthotsprings.com/accommodation/>

General Description	This incorporated resort community is in south-eastern B.C with a community population of 476
Location and context	Columbia valley in the Rockies. Close to the Columbia river and the Bugaboo and Purcell Mountains
Hotel development	Resort rooms- Sleeps up to 8, number of different options Cabins and cottages- long stay guests sleep between 4 and 6 and located short walk from main lodge RV park- 190 sites on main site and Spruce grove short drive from main resort 143 sites
Residential development	56 homes built- Mountainside Ridge, Avg third of an acre in size lots (largest home sites in Columbia Valley) Strict building guidelines- color, size, material, parking limits, etc https://resortdreamhome.ca/wp-content/uploads/2019/09/fhs-design-guidelines.pdf
Access	On Hwy 93/95, 108km north of Cranbrook and 141km south of Golden, 299km from Calgary to the east via Hwy1 and 93. Nearby communities include Radium hot springs Free parking
Amenities	<ul style="list-style-type: none"> • Resort amenities include three public pools, • mini golf, • kayaking and float tours, • driving range, • hiking/biking trails, • tennis courts, • two 18-hole golf courses and 9-hole course. • Several dining options
Separation Distance	The RV resort is located across the creek from the resort as well as the homes are located on the hill side leading up to the resort. The main areas are in the centre.
Any other important characteristics	Promoting as an all-around vacation lifestyle- close to ski hill for year-round activities

Elk Ridge Resort

Waskesiu Lake Saskatchewan <https://www.elkridgeresort.com/#new-welcome>

General Description	"Four season Paradise" located in the Boreal Forest, championship golf course and resort
Location and context	Located 7.2 km away from Prince Albert National Park nature centre, about 40 min from Prince Albert, deep in the heart of the Boreal Forest
Hotel development	34 rooms, different options depending on needs, the cabins, cottages and townhouses have full kitchens Options: Cabins- 2-4 bedrooms Cottages-1320sq ft or 1147 sq ft Townhouses- 2 or 3 bedrooms Lodge- OPENS MAY
Residential development	No information on actual website but 3-rd party sites adversities condos and open lots for sale located along the 27-hole golf course
Access	Located off SK-264 about 40 min from Prince Albert, free above ground parking
Amenities	<ul style="list-style-type: none"> • 3 golf courses-Tamarack, Birch, Aspen • Pool with waterslide, • skating, • cross country skiing, • hiking/snowshoeing trails, • onsite dining, • fitness centre
Separation Distance	