



BACKGROUND REPORT

FOR THE

CITY OF NORTH BATTLEFORD



DOWNTOWN REVITALIZATION ACTION PLAN

APRIL 2016

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Prepared by:

CROSBY HANNA & ASSOCIATES
LANDSCAPE ARCHITECTURE & COMMUNITY PLANNING
SASKATOON, SK

In association with:

COLLIERS McCLOCKLIN

SEPW ARCHITECTURE INC.

CRIME PREVENTION STRATEGIES

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EXECUTIVE SUMMARY

The City of North Battleford retained Crosby Hanna & Associates in 2014 to undertake a Downtown Revitalization Action Plan. The purpose of a *Downtown Plan* is to create a design and policy strategy for a thriving city centre featuring a viable mix of retail, dining, entertainment, residential and public spaces, in a walkable and historically sensitive environment to enhance the sense of place, economy and quality of life.

The objective of this project is to produce a plan that will not only guide the development of downtown North Battleford over the next 25 years but would serve as a catalyst for generating investment and economic activity in the city.

The first step in undertaking the Downtown Revitalization Action Plan was to review the current situation in North Battleford's downtown which will ultimately fuel the creation of an urban design vision for the area, land development regulations, public space development, guidance for transportation infrastructure, steps for neighborhood preservation, and economic development strategies necessary to support the desired vision, and will establish a regulatory framework to guide future investment. As such, this report should be viewed as a companion document to the Downtown Revitalization Action Plan, as it consists of relevant background information compiled which will ultimately fuel and identify the specific course that needs to be taken to revitalize North Battleford's downtown.

The background information in this companion document consists of work compiled by several sources and includes the following:

- results of the SWOT analysis undertaken with the North Battleford Business Improvement District (BID);
- results of the market analysis completed by Colliers International;
- results of the safety audit undertaken by Crime Prevention Strategies;
- results of the architectural inventory undertaken by SEPW;
- review of incentive programs that exist in North Battleford and comparisons with other municipalities;
- results of the visioning session undertaken with the steering committee; and
- results of stakeholder consultations undertaken with downtown business owners, financial institutions, community service groups and representatives from the City of North Battleford.

The **SWOT analysis** undertaken with the North Battleford BID proved to be very insightful in terms of perceived local strengths, weaknesses, opportunities and threats faced by the downtown. The following feedback was obtained from BID members:

- downtown is neglected by the City, in terms of infrastructure (e.g. sidewalks, benches, green spaces, trees);
- specific businesses are not well-kept, which contributes to the overall negative sentiments felt toward downtown;
- parking is an issue in the downtown, both in the sense that there is too much parking, the streets are too wide, employees taking up public parking spaces (on-street parking), all of which threaten the livelihood of existing businesses;
- a lack of night life, quality entertainment, appropriate signage and quality accommodations are apparent downtown; and,

- King Street Station was noted as an area in the downtown that could and should be revitalized.

The **market analysis** undertaken by Colliers International concluded that aboriginal groups, including local Bands, should entertain investing in existing properties in municipalities near their reserves (such as North Battleford), because costs are less burdensome and the access to services and a larger population improve the chances of success in real-estate ownership and development. Due to the inherent difficulties that downtown North Battleford faces, with limited head office users, limited opportunities targeting and collaborating with these groups may pave the future, Colliers International recommended that a new strategy for North Battleford would be to rebrand North Battleford and actively target aboriginal groups in developing a hub for aboriginal business. This could generate not only investment but increased business activity to North Battleford as a whole.

The **safety audit** undertaken by Crime Prevention Strategies identified a number of key issues in North Battleford's downtown. The conclusions and recommendations provided in the Safety Audit Report were placed into the following categories:

- safety and future CPTED opportunities;
- incentive programs and bylaws;
- signage, beautification, and events; and
- parking.

From these categories, a series of recommendations were made that the City should consider going forward to improve the situation in the downtown area. These recommendations will be drafted into future policy considerations and associated action items that will be incorporated into the Downtown Revitalization Action Plan.

The **downtown inventory** undertaken by SEPW Architecture was completed with the goal of identifying the number of commercial buildings, current condition, overall urban environment opportunities and constraints, visual strengths and weaknesses of each property in the downtown area. Buildings were evaluated from the exterior with focus placed on gathering information on the following major categories:

- approximate age ;
- building height and massing;
- evident historic value;
- present occupancy;
- approximate exterior condition; and
- significant alterations.

This information was amassed to provide the suitable background information necessary to ultimately provide architectural guidelines that are being developed as a part of the Downtown Revitalization Action Plan.

A **visioning session** was held with the steering committee in January 2016. Ultimately the participants in the visioning session concluded that North Battleford's downtown requires a large draw to bring residents into the area. Two potential draws for the downtown could include:

- an arena featuring two ice surfaces that would be large enough to allow North Battleford to host events and tournaments; and/or
- providing and promoting space for education providers (Northwest Regional College, Academy of Learning, as well as the future Battlefords Education and Training Centre).

Both an arena and educational facilities would bring life into North Battleford’s downtown, and several spin-off businesses and opportunities could tap into the increased activity in the area, especially after business hours.

Following the visioning session, stakeholder consultations were undertaken in February 2016. A total of twenty-four participants from various businesses, financial institutions, community service groups, as well as representatives from the City of North Battleford and BID were present. The structured workshop produced a well-defined set of priorities that need to be addressed in the Downtown Revitalization Action Plan.

Similar to the visioning exercise that was undertaken with the steering committee, stakeholders provided the consulting team with the following feedback:

- Night life in downtown North Battleford needs to be expanded.
- The idea of having sidewalk cafés, unique boutique shops and restaurants catering to the existing office crowd, as well as weekend visitors to downtown North Battleford, was something several individuals identified. This idea of boutique shopping, sidewalk cafés and unique restaurants is also tied to the aesthetics (streetscaping and building façades) of the downtown.
- There is a strong desire to see a future rink/arena locate in the downtown.
- While a number of people identified the history, specifically the railroad history and settlement of the west as a potential theme to be explored in the downtown, various stakeholders also expressed a desire to see promotion of Aboriginal history and culture in the downtown.
- A desire was expressed by a number of stakeholders to see better connections to the river valley.
- The idea of having a farmers’ market open every weekend at the vacant parking lot across the street from the RBC building was expressed several times. Having a farmers’ market in this location could entice weekend cottagers to stop and do some shopping at the market on their way to the lake. Furthermore, this would funnel traffic through the downtown which would provide opportunities for existing businesses and shops to promote their products and services to the traveling public.
- A modern play on the 1913 theme “*We are Young but Ambitious*” was discussed. Several stakeholders felt that the City needs to build on a more modern theme to draw people to the downtown. Anchor tenants that could support such a theme could be educational providers (the North West Regional College, the Academy of Learning, and other education providers), which could tie into the development of the Battlefords Trade and Education Centre on the outskirts of downtown.

A review of existing incentive programs in other municipalities across Western Canada was undertaken to illustrate the types of grants, incentives, and rebates provided to owners of heritage buildings as well as developers of multi-unit buildings, or even buildings located in the downtown. The following list identifies some of the more pertinent incentives that may warrant consideration as it pertains to the revitalization of downtown.

- The City and BID research and commission project(s) that assist with the cleanup of the downtown, specifically the back alleys as well as any potential contaminated sites. The City and BID may wish to consider offering a **brownfield remediation incentive program** to encourage property owners and developers to clean up and develop contaminated properties. The City of North Battleford could look at providing a tax abatement, similar to the five year abatement provided by the City of Yorkton.
- Vacant lots are problematic from an aesthetic and safety standpoint in North Battleford. The City could consider a **vacant lot and adaptive reuse incentive program** similar to that offered in the City of Saskatoon. This program could provide financial and/or tax-based incentives to owners of eligible properties. The City could encourage the development of businesses and residences on vacant lots in the downtown, in addition to encouraging adaptive reuse of buildings through property tax rebates, cash incentives and grants.
- Consideration should be given to increasing the grant funds available for façade improvement offered to property owners through the BID and the City over both the short and long term.
- Downtown building maintenance and repairs are an issue. Consideration should be given to the development of an incentive program to help existing business owners fix and maintain their properties.

1 INTRODUCTION

The purpose of this report is to provide the City of North Battleford with the background information required to drive the Downtown Revitalization Action Plan (the Downtown Plan).

1.1 SCOPE AND PURPOSE

The purpose of this background report is to provide background information that will be used to establish a planning framework and supporting policies that will guide the next twenty-five years of development in the downtown as outlined in the accompanying Downtown Revitalization Action Plan. These policies will be in accordance with the City of North Battleford Official Community Plan and Zoning Bylaw.

This report includes the following:

- an introduction to previous planning studies that have been recently undertaken that are relevant to the Downtown Revitalization Action Plan;
- the results of the community input process including discussions with the steering committee, the Business Improvement District (BID), and other relevant stakeholders;
- the market analysis undertaken by Colliers McClocklin;
- the results of the CPTED safety audit undertaken by Crime Prevention Strategies;
- the results of the downtown inventory undertaken by SEPW Architecture;
- the identification of existing programs, projects and future developments in the downtown that will affect future planning; and,
- conclusions and recommendations on the best means of proceeding with the Downtown Revitalization Action Plan.

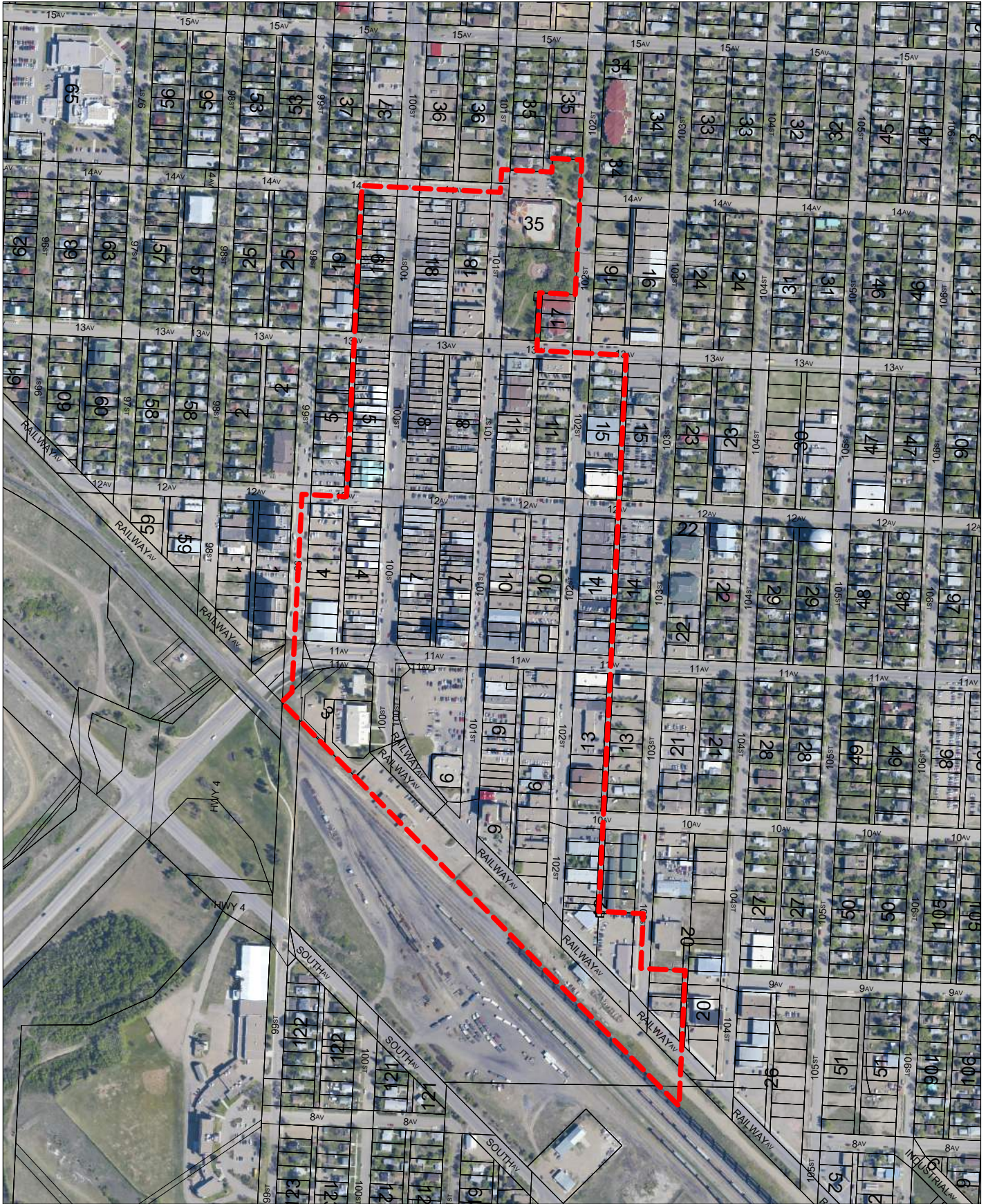
1.2 DEFINING DOWNTOWN

Defining a community's downtown can be difficult, as each citizen may have a different idea of what constitutes a downtown based on personal experiences. One objective method of defining a downtown is based on existing zoning.

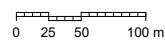
Using the same methodology as outlined in the study entitled "The Value of Investing in Canadian Downtowns", four key criteria/considerations were used to define North Battleford's downtown. The four considerations are:

- including the city's financial district;
- including the city's "main" or "high" street (featuring commercial and mixed-use buildings, municipal and other government offices, major public spaces, cultural institutions, and high-density residential development);
- utilizing a hard-edged boundary such as a major street, train tracks or natural feature such as a water body; and
- including compiled data (e.g. census tracts) to make the area workable for the project logistics.

Based on the above criteria and for the purposes of this study, downtown North Battleford is defined as the same area identified by the City of North Battleford Business Improvement District (BID) plus additional strategic areas, illustrated on the following page.



North Battleford Downtown Plan
 Map 1 - Downtown Extent



CROSBY HANNA & ASSOCIATES
 LANDSCAPE ARCHITECTURE & COMMUNITY PLANNING
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1.3 NORTH BATTLEFORD AND REGION

The City of North Battleford is located in west-central Saskatchewan, approximately 130 km west of Saskatoon and 135 km southeast of Lloydminster. Over the course of its history, North Battleford has grown to become a key service, distribution, and receiving centre for the province’s northwest. Agriculture, lumber, and fishing were the traditional mainstays of the economy. Oil and gas is of increasing importance, and today a number of companies in North Battleford provide services to the industry.

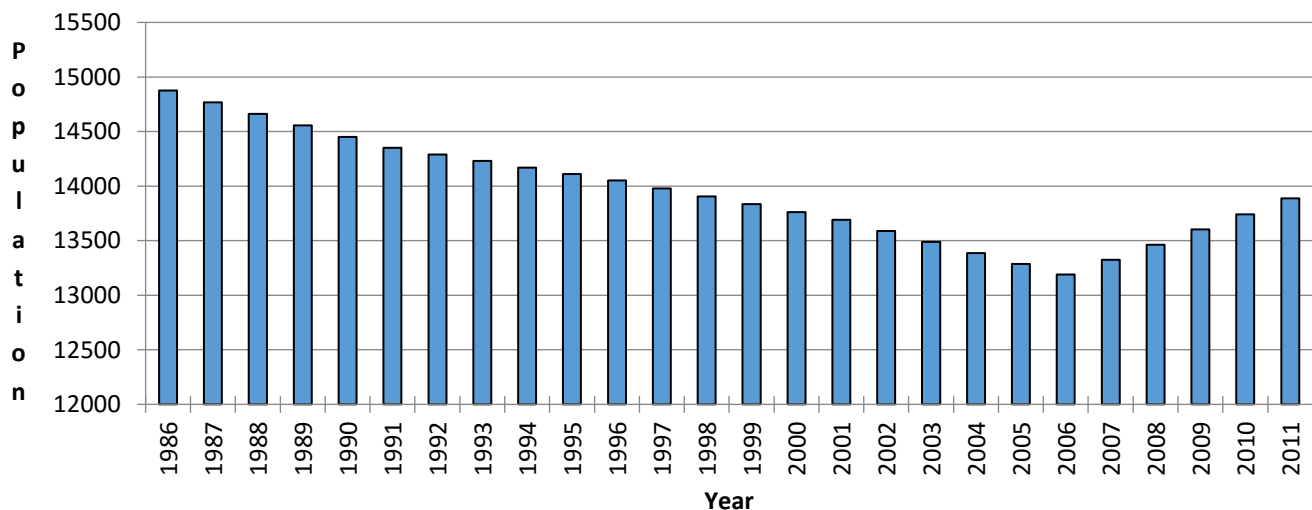
(1) HISTORIC POPULATION

In this section, such trends are identified and projections made for North Battleford to help determine future needs and demands for future development, municipal infrastructure and other community services, as well as other implications of projected population changes. According to the Background Report completed for the City of North Battleford Official Community Plan and Zoning Bylaw, in 2011 the City of North Battleford’s primary trading area totaled approximately 69,000 people, including the Town of Battleford.

Projecting future populations is, at best, an approximate “science”, dependent fully on the quality of assumptions that are made about what people will do in the future. Population data used for the purposes of this analysis and projections of population change were obtained from the Census of Canada. As of 2011, census data indicates a total population of 13,888. This figure is used as the “current population” for the purposes of all projections.

Historic population trends for North Battleford for the period of 1986 – 2011 are presented in Figure 1.1. According to Statistics Canada, the City experienced a declining population from 1986 to 2006. Starting in 2006, however, the population increased at an average annual rate of 1.03%. Between 2001 and 2011 the average annual population increase was calculated at 0.14%.

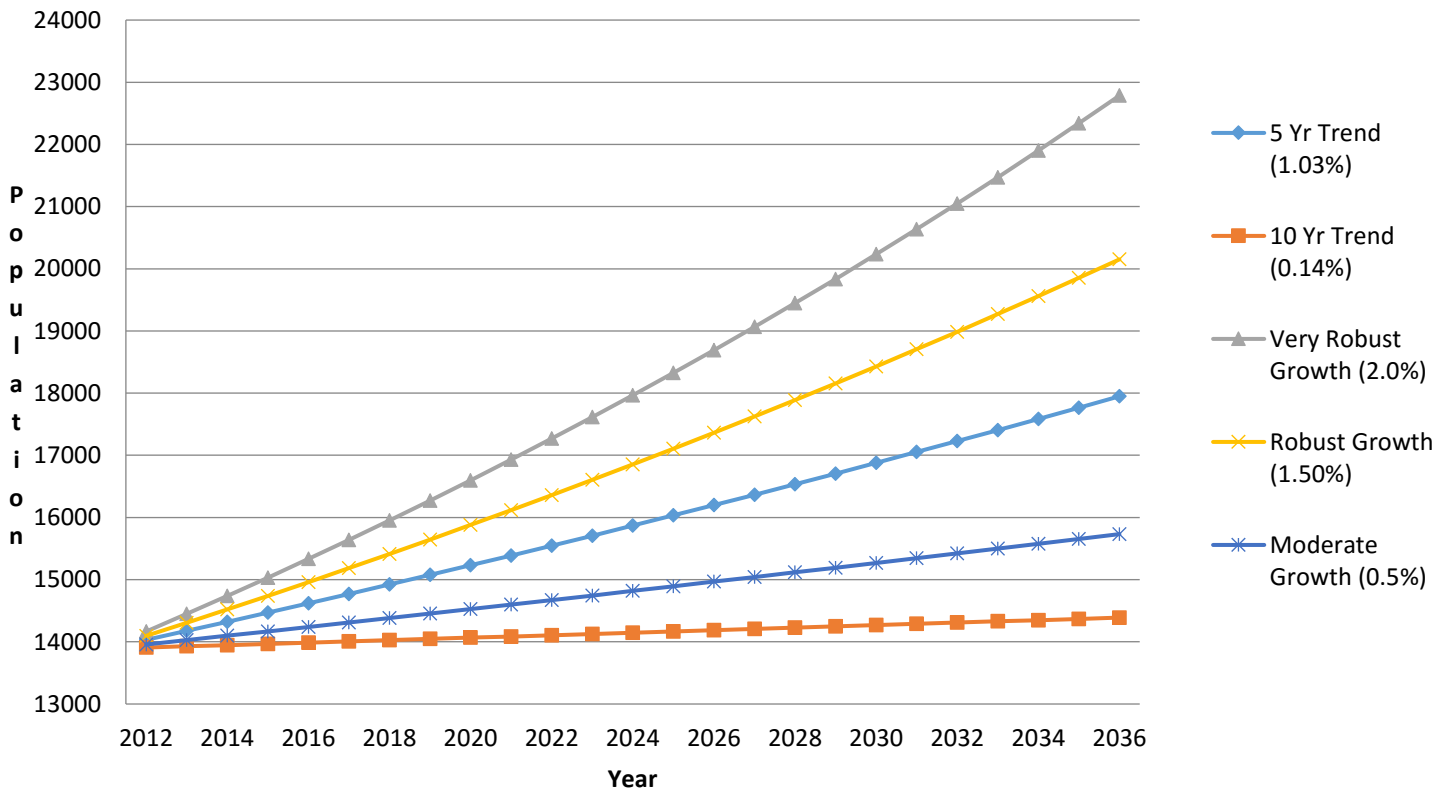
Figure 1.1: Historic Population for the City of North Battleford



(2) RECENT POPULATION TRENDS

On the basis of past and present population size and structure, birth rates, death rates and migration patterns in the City of North Battleford, it was possible to develop five projections for population change in North Battleford to the year 2034. The first two projections (presented in Figure 1.2 and Table 1.1) contain simple geometric extrapolations of observed rates of change over the past ten years (0.14% and 1.03%, respectively). Three additional projections apply a moderate growth rate of 0.5%, a robust growth rate of 1.5% and a very robust growth rate of 2.0%.

Figure 1.2: City of North Battleford Population Projections 2011-2036



As can be seen from Table 1.1 below, North Battleford could experience an increase of population between 502 people at the low end, to 8,897 at the high end by the year 2036.

Much of the revitalization of the downtown will be tied to bringing residents into the area. By exploring higher density housing options in the downtown area to contend with the growing population, the City will be well poised to accommodate this growth.

Table 1.1: City of North Battleford Population Projections, 2011 - 2036						
Projection	Year					
	2011	2016	2021	2026	2031	2036
StatsCan Ten-Year Trend (0.14%)	13,888	13,987	14,087	14,187	14,288	14,390
StatsCan Five-Year Trend (1.03%)	13,888	14,619	15,389	16,199	17,051	17,949
Moderate Growth Rate (0.5%)	13,888	14,239	14,598	14,967	15,345	15,732
Robust Growth Rate (1.5%)	13,888	14,961	16,118	17,363	18,705	20,151
Very Robust Growth Rate (2.0%)	13,888	15,333	16,929	18,691	20,637	22,785

1.4 DOWNTOWN NORTH BATTLEFORD STRATEGIC PLAN

The North Battleford Business Improvement District undertook a Strategic Plan in 2013. The final vision and mission that were developed as a part of the Strategic Plan are identified below:

VISION

To make downtown the place to be; an active and inviting boutique shopping destination with a mix of retail, restaurants and events.

MISSION

To champion the transformation of downtown North Battleford through investment attraction, signature events and partnerships.

The Strategic Plan will help as a starting point for the Downtown Revitalization Action Plan, as developed by Crosby Hanna & Associates and team. It will be imperative to continue with the original vision developed in 2013 and to further build on the work that has been completed to date.

The Plan was developed out of a strategic planning session that was undertaken in 2013. The Strategic Plan focuses on priorities over the next three years with an emphasis on the following twelve months. Through a series of exercises, the committee compiled a list of priorities, focusing their efforts on five main issues that need to be addressed. The five main issues identified were:

1. Change Perception;
2. Improve Aesthetics;
3. Address Empty Buildings;
4. Increase Social Interaction; and,
5. Improve Relationship with the City.

From these five identified issues, detailed projects and initiatives were created and put into an initial work plan. The initial activities included improving communication with the City, researching bylaws and developing a list of needed bylaws, hosting events, completing an inventory of empty buildings, and creating an awareness campaign.

1.5 DOWNTOWN NORTH BATTLEFORD WORK PLAN: 2015

From the North Battleford Strategic Plan, a Work Plan was developed in 2015 which aggressively identifies the direction and tasks to be completed over the next few years. Some of the major initiatives and successes undertaken in the Work Plan that have been undertaken to date include:

- Launch of the North Battleford Safe Program to address the perception that downtown is an unsafe area of North Battleford.
- Numerous beautification projects were undertaken in association with BATC, Doug's Paint Shoppe, and other organizations, including \$10,000 in façade improvement funding made available through the Façade Improvement Grant.
- Establishment of a bench dedication program to add to the existing benches placed along 100th Street in 2014. This program allows businesses, organizations and individuals to purchase benches and garbage receptacles in a desired location throughout the downtown area.
- Hiring of the Clean Team with specific projects and goals identified within an action plan for completion and associated budget.
- Completion of an inventory of all buildings (vacant and occupied), including a list of retail/rental space that is available.
- The creation of a Vacant Property Bylaw for the downtown. The BID was aiming to reach out to owners of adjacent properties and owners of vacant buildings to help establish a plan for currently vacant properties to encourage rental or sale of the properties, however, *The Cities Act* does not allow for this type of bylaw to be created.
- To increase social interaction in the downtown, a series of events were identified and have been held ranging from shopping campaigns, to sports tournaments, events, and festivals.
- A list of updated contact information for property owners within the BID was established. A minimum of five businesses per week are targeted for interaction to keep communication lines open with the bid.
- Social media and conventional media promotions including quarterly newsletters are ongoing.

The document also identifies the need for an updated Work Plan to be established for 2016 to continue with the work undertaken to date, and new initiatives that need to be undertaken.

2 COMMUNITY INPUT

2.1 BUSINESS IMPROVEMENT DISTRICT

The purpose of the North Battleford Business Improvement District (BID) is to improve, beautify and maintain public property in addition to city beautification and improvements, create a safe and secure environment, market and promote the BID as a business and shopping area, develop and host special events and provide vision and a voice for the downtown.

Formally incorporated on May 30, 2013, the organization is born from the collective vision and commitment of the downtown North Battleford merchants. The organization strives to support and advance the interests of all businesses situated within the boundaries of the district. The North Battleford BID covers an area that includes all 100th and 101st Street properties south of 14th Avenue, extends east to include 102nd Street properties south of 13th Avenue and east to include the south end of 103rd Street, the properties at the corner of 103rd Street and Railway Avenue.

2.2 SWOT ANALYSIS

As a starting point towards gathering local input, a meeting was held on May 25, 2015 with the North Battleford BID. The purpose of the meeting was to present the market analysis and economic potential of revitalizing North Battleford's downtown completed by Colliers McClocklin and to gather input as to where the North Battleford Downtown Revitalization Action Plan should go.

As a part of the discussion, a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) was proposed. It was anticipated that the information gathered through the SWOT analysis would provide a clear understanding of the local environment.

(1) STRENGTHS

The following were identified as strengths of North Battleford's downtown:

- North Battleford has a large trading area
- Over 1,000 people work in the downtown
- Central Park is an asset
- Festival events including the Car Show (September), the Winter Festival (November), Live @ Lunch concert series (June, July and August), Turkey Day / Sask Food Drive (October) and International Street Festival (July)
- Historic buildings and history of Battleford
- Wide streets that can accommodate vehicles
- Façade program
- North Battleford Community Safety model including the hiring of two Community Safety Officers and a Community Safety Co-ordinator working in municipal bylaw enforcement (traffic and liquor enforcement, municipal bylaws, and foot and vehicle patrols, as well as serving a community liaison function for crime prevention), as well as with the Hub
- The downtown is viewed by some as a Financial District
- Other professional services including law offices have located themselves downtown
- Liquor store location brings traffic downtown

- downtown properties are affordable, have low taxes, provide available space with good access and no traffic issues, including lots of parking
- The creation and incorporation of the downtown BID
- There are a number of long-term businesses located in the downtown

(2) WEAKNESSES

The following were identified as perceived weaknesses in North Battleford’s downtown:

- Lack of green spaces, street trees and benches
- Green spaces, street trees and benches in the downtown have been neglected and are in poor condition
- The location of the liquor store in the downtown is perceived to attract people with social problems;
- Lack of timely snow removal
- Businesses neglecting existing buildings and sites, which contributes to the overall negative sentiment of downtown being “ugly”
- Lack of co-operation between business owners
- Residents have a negative perception of their own City (lack of civic pride), especially in the downtown
- Lack of good accommodations (hotels/motels)
- A number of contaminated sites exist in the downtown, which are mostly owned by Petroleum companies
- No bike stands exist in the downtown
- Very few residents live in the downtown
- The Railway is a barrier to pedestrians, cyclists and vehicles and can be very loud
- Lack of a confectionary
- Existing restaurants close too early (closing by 7 or 8 pm)
- Sidewalks are too narrow to encourage pedestrian use and streets are too wide
- There is too much room for parking, which doesn’t encourage or generate window shopping
- There are too many vacant lots and buildings
- There is no night life
- Lack of quality entertainment
- Lack of visibility and signage
- There are too many itinerant individuals in the downtown

(3) OPPORTUNITIES

The following were identified as potential opportunities in North Battleford’s downtown:

- Potential for an outdoor skating rink in vacant lot(s)
- The City should look at becoming an active winter city
- Given that there is an entry point right off of Highway 16 into the downtown, there are strong opportunities to the highway corridor
- Temporary pocket parks could be developed with gazebos and/or gardens (community gardens) on contaminated sites
- An official parking strategy could attract revenue sources
- The City should explore the idea of providing incentives to improve the exterior appearance of buildings

- The City should explore the idea of identifying designated smoking areas
- The King Street Station offers an excellent opportunity for:
 - retail and shopping areas
 - theatre
 - functioning as the hub of downtown
- Opportunities exist in the downtown for an enclosed farmers' market
- The BID and Hub program can focus on educating the public on the realities of the social problems that exist in the City
- The City should look at providing opportunities for Youth in the downtown
- Northwest Regional College is located in the downtown and spill-over opportunities exist for students to have positive experiences in the area (exploring the downtown, shopping, utilization of public transportation)
- There is a desire and vacant buildings that could house specialized boutiques in the downtown
- There is potential to beautify the downtown with benches and planters
- The City could look at improving the public transit in the downtown by offering more frequent pickups and drop-offs and tying it in with the Active Transportation Plan
- There is room to bring back more of the City Administration to the downtown
- The infrastructure exists in the downtown, which provides a definite cost-advantage to new/existing businesses to move to the core, especially if the City were to re-invest some capital in replacing dated infrastructure (e.g. sidewalks)
- Various opportunities exist for the development of condominiums and other forms of multi-unit high density residential development
- A hockey rink/community centre in the downtown would be sure to attract people to the core area

(4) THREATS

The following were identified as potential threats in North Battleford's downtown:

- Failing infrastructure, including sidewalks, in the downtown
- The presence and amount of itinerants in open spaces
- North Battleford is only a one-hour drive to Lloydminster and Saskatoon, which does not encourage people to stop and stay
- It is believed that the social problems that exist in the downtown are isolated, but in actuality, they exist everywhere in the City
- downtown hotels are perceived as being unsafe
- Additional suburban commercial development will threaten the existing businesses in the downtown
- Employees who work in the downtown are using public parking spaces (on-street parking) which threatens the very livelihood of existing businesses
- There is a lack of succession planning for some local businesses, suggesting when these business owners retire, the business will cease to exist
- The perception that the downtown is very unsafe, although a recent report has indicated it is the area with the least crime in the City
- The Bingo Hall
- The location of the downtown supported living shelter is keeping those with social problems permanently stationed in the downtown

The SWOT analysis will provide the basis for a series of conclusions and recommendations that will fuel the Downtown Revitalization Action Plan.

2.3 STAKEHOLDERS

On February 24, 2016 a meeting was held with various interested stakeholders from the City of North Battleford. Participants included:

- 12 business owners;
- 5 employees from the City of North Battleford;
- 3 representatives from financial institutions;
- 2 library representatives;
- 1 representative from the North Battleford HUB;
- 1 representative from the North Battleford Lighthouse; and,
- 1 representative from the Canadian Mental Health Association (Battlefords Branch).

A full list of participants, as well as their feedback, is included in Appendix “C” to this report.

During the session, participants were led through a presentation on the background information that had been compiled to date, followed by an exercise (“brainwriting”) in which participants were asked to provide their thoughts (anonymously in writing) on a series of questions. “Brainwriting” is similar to brainstorming – they are both methods for generating ideas and solutions to address a question. Brainwriting, however, gives everyone equal opportunity to participate and it enables all group members to think without any “blocking.” A short series of questions were designed to get participants thinking about North Battleford’s downtown. Due to the nature of this exercise, a large volume of ideas were generated in a very short amount of time. This results in a more in-depth discussion, and ultimately tends to produce a very thorough list of preferences and ideas identified by the group. This exercise also allows individuals who are not necessarily comfortable speaking in front of a large group of people to have their ideas heard.

A total of six questions were asked at the stakeholder meeting including three major questions and three follow-up questions. Following the initial major question (questions 1a, 2a and 3a), papers were collected and re-distributed amongst the participants and a second related question was asked. For each of the questions, participants were given 3-4 minutes to write down their answers. The full written answers can be found in Appendix “C”.

Following the brainwriting exercise, a general discussion was held in which participants were asked to voice their answers and ideas relating to each of the six questions, regardless of whether it was their own opinion or the opinion of the person whose paper was distributed to them. From this discussion, the following conclusions were made:

1a. Think about other cities around Canada or the world where you may have worked, visited or perhaps considered as a place to live. What characteristics of those cities make them more desirable than downtown North Battleford as a place to live, work or shop?

- Celebration of a city’s history and promotion of aesthetics.
- Promotion of sidewalk cafés and unique boutique shops.
- Upkeep and promotion of buildings with historic façades.
- Local art/statues/placemaking programs.
- Tying in the opportunities presented by the river to the downtown.
- Kenora, ON has a daily flea market in a large tent by the lake every summer where free entertainment is provided at least 3 days a week and opportunities to shop local are prevalent.

1b. If money was no object, sum up in one word or statement the one desirable thing you would choose to transplant into North Battleford's downtown.

- North Battleford has to be unique
- Opportunities to promote Central Park in both the summer and winter (similar to Maggie Daley Park in Chicago) in terms of landscaping, winter activities, etc.
- Moose Jaw has really benefitted from the spa, but also the multi-purpose facility located in the downtown.
- Future opportunities for a rink or arena to be located in downtown North Battleford should be explored.
- Other municipalities have a booming night life in their downtown. While the art studio in has been a good starting point in North Battleford, more needs to be done in the evening hours to bring people downtown.

2a. In thinking about these ideal characteristics, consider the future of downtown North Battleford. From your perspective as a downtown employee, a visitor to downtown, someone who may be considering living downtown or close to downtown, what could be done in downtown North Battleford to create this ideal place?

- Safety.
- Additional amenities.
- Anchor tenant such as a grocery store and additional retail opportunities.
- Public art.
- Unique restaurants.
- Opportunities that fuel a consistent night life.
- Opportunities for higher density residential development.
- Provide opportunities for additional shows, events and festivals

2b. Consider the amenities present in downtown North Battleford. Amenities could include entertainment and cultural venues, dining establishments, and shopping opportunities. Which amenities most contribute to the quality of life in downtown North Battleford? What additional amenities would improve downtown North Battleford as a place to live?

- Signature restaurant (not a chain).
- Weekly indoor farmers' market.
- Food truck festival.

3a. What makes downtown North Battleford different or better than its competition in terms of ability to reach existing and potential customers?

- Centrally located.
- Huge trade area.
- Small population makes promoting shopping local important.
- Long surviving established businesses are located downtown.
- The downtown is not land-locked, and there is ample room for growth.

3b. *What is something that stands out to you in the downtown that can be built upon? Is it a theme? Where do you see the downtown's potential being? Is it a theme or a particular area that could be focused on? If you had to choose one thing, what is the downtown's most important attribute? How would you sell downtown North Battleford?*

- “We are Young but Ambitious” (but more of a modern theme).
- History of the RCMP.
- Aboriginal culture and history.
- Railroad history.
- Old Northwest theme.
- downtown is the heart of the city.
- Tying the river valley theme to downtown, specifically at the fountain in Central Park.

2.4 FINDINGS

The SWOT analysis undertaken with the North Battleford BID proved to be very insightful in terms of perceived local strengths, weaknesses, opportunities and threats faced by the downtown. Interestingly, some items that were identified as strengths were also identified as threats and/or weaknesses. For example, the following items were identified under two categories for different reasons:

- **Location of the liquor store** in the downtown was identified as a strength in that it brings people downtown, as well as a weakness in that it is associated with social problems.
- **Amount of parking opportunities** were thought to be both a strength, in that it is good for businesses that rely on vehicular traffic, as well as a weakness, as too much parking detracts from the streetscape and doesn't encourage pedestrian traffic and window-shopping.

Additionally, several individuals noted that safety is an issue in the downtown area, specifically in terms of location (e.g. Bingo Hall, hotels, supported living shelter). Safety is addressed in much further detail in Section 4 of this report.

Many individuals indicated that downtown is neglected by the City, in terms of infrastructure (e.g. sidewalks, benches, green spaces, trees), but that specific businesses are not well-kept, which contributes to the overall negative sentiments felt toward downtown. Over the course of undertaking the SWOT analysis, it also became apparent that parking is an issue in the downtown, both in the sense that there is too much parking, the streets are too wide, employees taking up public parking spaces (on-street parking), all of which threaten the livelihood of existing businesses.

A lack of night life, quality entertainment, appropriate signage and quality accommodations were identified as issues during the SWOT analysis.

King Street Station was also noted as an area in the downtown that could be revitalized. It is noted that a concept plan was undertaken for King Street Station by the City of North Battleford in 2010 and three (3) sites for new development were identified. The sites were conceptually designated for entertainment, dining & retail and community events. It was anticipated that an area at the King Street Station could also be used for special events (farmers' market, live entertainment venue) which would draw people to the area. The City coined the King Street Station Plan “Destination Downtown – All Aboard”. It is noted that the concept plan was not developed to be set in stone and that the City was open and flexible to proposals that would assist in maintaining the overall concept to create the designed unique environment. It was further detailed that any developments within the area would not be responsible for common area costs such as snow removal, parking, or the maintenance of plants or trees, designer street lights, landscaping or parking lots,

which saves a developer on the upfront and ongoing costs. While the visual rendering that accompanied the original King Street Station Plan may not come to fruition as originally envisioned, the concepts surrounding the idea to use the space as an entertainment, dining, retail, community events, and gathering space are still valid.

Stakeholder consultations also proved to be invaluable to this project as residents, business owners and other members of the community were able to provide feedback on both the positive and negative issues apparent to North Battleford's downtown. From the meeting held in February 2016 the following conclusions were made:

- (1) Stakeholders expressed at several points during the discussion that opportunities for night life in downtown North Battleford needs to be expanded.
- (2) The idea of having sidewalk cafés, unique boutique shops and restaurants catering to the existing office crowd, as well as weekend visitors to downtown North Battleford, was something several stakeholders identified as a desire. This idea of boutique shopping, sidewalk cafés and unique restaurants is also tied to the aesthetics (streetscaping and building façades) of the downtown.
- (3) Several stakeholders expressed a strong desire to see a future rink/arena locate in the downtown.
- (4) While a number of stakeholders identified the history, specifically the railroad history and settlement of the west, as a potential theme to be explored in the downtown, various stakeholders also expressed a desire to see promotion of Aboriginal history and culture in the downtown.
- (5) A desire was expressed by a number of stakeholders to see better connections to the River Valley.
- (6) The idea of having a farmers' market open every weekend at the vacant parking lot across the street from the RBC building was expressed several times. Having a farmers' market in this location could entice weekend cottagers to stop and do some shopping at the market on their way to the lake. Furthermore, this would funnel traffic through the downtown which would provide opportunities for existing businesses and shops to promote their products and services to the traveling public.
- (7) A modern play on the 1913 theme "*We are Young but Ambitious*" was discussed. Several stakeholders felt that the City needs to build on a more modern theme to draw people to the downtown. Anchor tenants that could support such a theme could be educational providers (the North West Regional College, the Academy of Learning, and other education providers), which could tie into the development of the Battlefords Trade and Education Centre on the outskirts of downtown.

3 MARKET ANALYSIS

3.1 NORTH BATTLEFORD MARKET ANALYSIS

North Battleford has a dated inventory of downtown buildings. More than 50% of the inventory was built before 1950, and only 12% (15 buildings) have been built since 1980. Many buildings are dated or derelict and are in need of varying levels of redevelopment. The total footprint of the downtown is 23 acres totaling 764,000 square feet, and 617,000 square feet estimated to be occupied. Approximately 20% of the space available in North Battleford is vacant, which for most markets is considered to favor tenant's more than landlords or developers. As such, the difficulty that North Battleford faces is attracting and retaining tenants to the downtown. The purpose of this analysis is to study the historical success or challenges of the downtown and make recommendations that would assist in facilitating the revitalization of North Battleford's CBD.

(1) MARKET OVERVIEW

As indicated in Figure 3.1, North Battleford's downtown is comprised of 117 tracked buildings. 70% of the buildings were built before 1965, with approximately 50% of the inventory before 1950. The buildings that have had the most turnover from 2000 - 2015 are buildings built before 1930. In total there are 16 vacant buildings, and five of these derelict structures have been turned over to the City of North Battleford.

Overall the vacancy rate for North Battleford is 20%, with 15% of office space currently available and 22% of retail space is available. Vacant and partially vacant buildings are indicated by Figure 3.2.

Figure 3.1

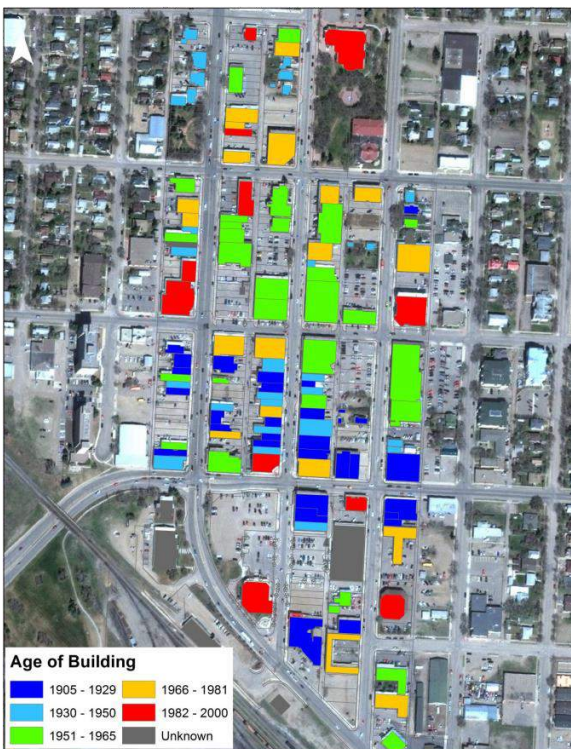
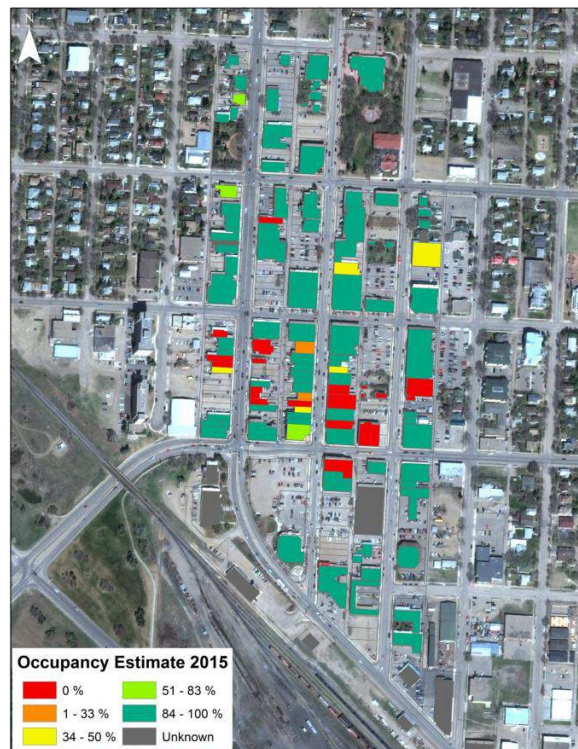


Figure 3.2



More than 50% of the buildings of North Battleford are locally owned by residents. The majority of locally owned properties are utilized as owner/user properties, and as such there is currently a limited investor market that currently exists in downtown North Battleford. Furthermore, as indicated by Figure 3.3, 10% of the properties are owned out-of-province, with the remaining 90% owned within the Province.

Property taxes in North Battleford are amongst the lowest in the province, and the City charges the provincial minimum at 100% of assessed value. In comparison, Prince Albert charges 187% of assessed value for commercial properties, Saskatoon charges 127% and Regina 133%. Figure 3.4 indicates the taxes per building for 2014, and the overall average tax per building is \$11,298 or \$1.45 per square foot.

As indicated by Figure 3.5, since 2004 57% of the building inventory has transacted in the CBD, and normally this statistic would be reassuring to an analyst, as it would indicate that investor confidence in North Battleford was high. However, it appears that there are few cases of redevelopment of these properties, and those that have been redeveloped have taken months to lease.

Figure 3.3



Figure 3.4

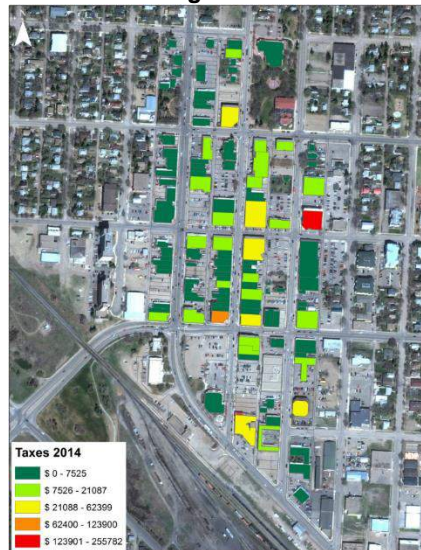


Figure 3.5

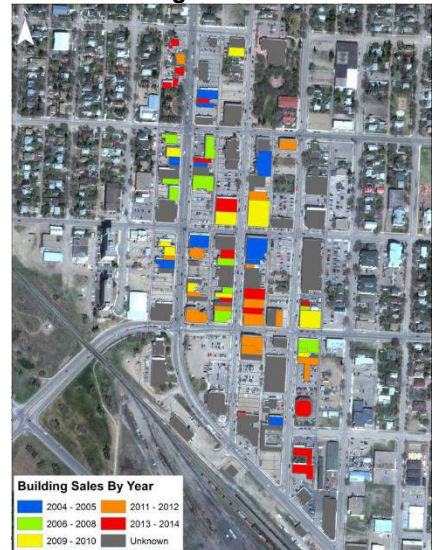


Figure 3.6

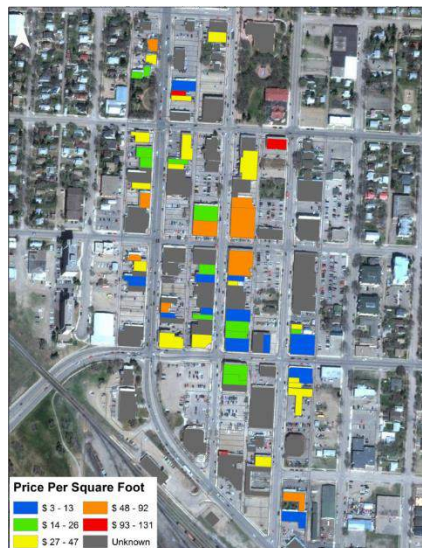
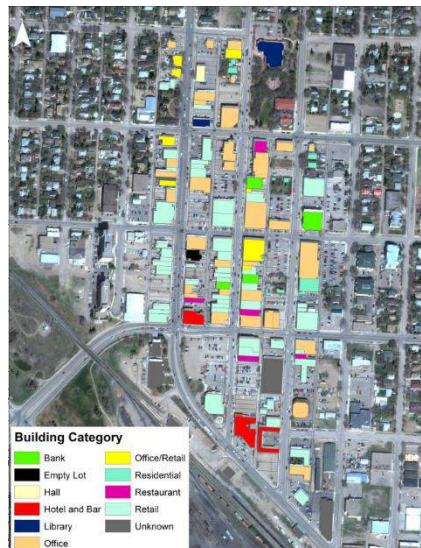


Figure 3.7



Average sale price per square foot indicated by Figure 3.6 and Figure 3.7, show prices have varied significantly from 2004 - 2015, but have trended toward an average of \$40 - \$50 PSF. The two outliers over \$100 per square foot were small owner/user office buildings, and sold at prices closer to replacement cost.

In comparison, on average, buildings in the CBD of Saskatoon and Regina tend to trade at a minimum of six times more than the 2014 North Battleford average (\$40 PSF). In short, the relative affordability of acquiring a building downtown North Battleford does not appear to be the issue.

(2) FIFTEEN YEAR ANALYSIS

From 1999 to 2015 North Battleford has nearly doubled the number of active businesses located in its downtown. In 1999 there were 76 active businesses in operation in the downtown and as of 2015 there are 148 active business licenses. The most significant jump occurred from 2010 - 2015 when the number of businesses increased by more than 30%. The base data seems to indicate that even despite some negative public opinion, downtown remains a viable option for local business, but perhaps only because prices are lower than other areas of the City.

Figure 3.8 identifies the total number of businesses in operation in 2000, 2005, 2010 and 2015. The chart 3.9 identifies the largest group of businesses in operation during each period. Historically, the concentration of banking institutions located in the CBD have been amongst the most consistent operators in the downtown, and have been the heart of the CBD. 72 businesses have been in operation for in excess of 16 years.

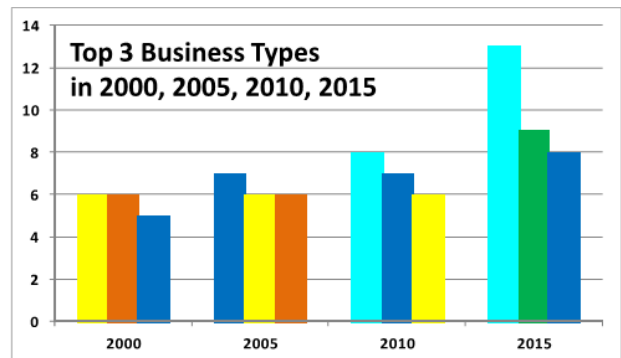
Figure 3.8



Count of Active Business Per Building



Figure 3.9



The most substantial categories of businesses in operation for the length of the study period (16 years) include:

- 6 accounting firms
- 6 banks
- 4 automotive
- 4 financial services
- 4 hair salons
- 4 insurance services
- 3 restaurants
- 3 retail
- 2 law
- 2 pawnshops

In 1999 there were six retail businesses open in the CBD, and in 2015 there are currently 13 retailers in operation. Retail was largely the biggest gain during the study period and accounts for the largest frequency of business type. Figure 3.10 is an overview of each business category and indicates the frequency of the type of business from 2000-2015.

Figure 3.10

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
Accounting Firm	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	Insurance	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5
Advertising													1	1	2	2	Janitorial Supplies		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Architecture							1	1	1	1	1	1	1	1	1	1	Law Office	2	3	3	3	4	4	4	4	4	4	4	5	5	5	5	5	5	
Automotive	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	Learning Centre	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	
Bakery	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Liquor Store							1	1	1	1	1	1	1	1	1	1	1	
Bank	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	Medical Clinic	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	
Beauty/Tanning				1	1	2	2	3	3	3	3	3	3	3	3	3	Medical Supplies																	1	1
Bingo Hall	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Office					1	1	1	1	1	1	1	1	1	2	3	3	3	
Butcher												1	1	1	1	1	Office Equipment	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	
Communications	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Optical Sales																1	1	1
Community Centre	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Optometrist	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
Construction Services							1	1	1	1	1	1	1	2	2	2	Paediatrician													1	1	1	1	1	
Craft Supplies	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Pawn Broker/Secondhand	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	
Day Care	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Pharmacy	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	
Dental Clinic	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	Photo Studio	1	1	1	1	1	1	1	1	1	1	1	1	2	2	3	3	3	
Dog Grooming							1	1	1	1	1	1	1	1	1	1	Professional Services	2	2	2	2	2	3	4	4	4	4	5	5	7	8	8	8	8	
Dry Cleaners	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Public Hall	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Fashion	2	2	3	3	3	3	3	3	3	3	3	4	4	4	4	4	Publishing	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Financial Services	4	5	5	5	5	6	6	6	6	6	6	6	7	7	9	9	Real-Estate	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	
Fitness Centre	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Rental Service	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Funeral Service	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	Restaurant/Bar	4	4	4	4	4	4	4	3	4	4	4	4	4	4	5	6	6	
Furniture Sales	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Retail	3	3	3	3	5	5	6	6	7	7	8	9	10	10	12	13	13	
Grocery Store												1	1	1	1	1	Service Station	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Hair Salon	5	5	6	6	7	7	7	7	7	7	7	7	8	8	7	8	Short Term Lending							1	1	1	1	1	1	1	1	1	1		
Herbal Foods												1	1	1	1	1	Tattoo Parlor											1	2	2	2	2	3	3	
Home Repair Services	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	Taxi Cab Company	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	
Hometheatre	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Towing And Storage Compound																1	1	1
Hotel	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3																			

Figure 3.11 identifies the number of businesses that have gone inactive during the 15 year period. In total, 91 businesses have closed during the 15 year period. 40% of the 91 businesses that closed were limited to four business categories: 12 restaurant/bars, 10 professional services, 8 retailers and 7 fashion. Figure 3.12 identifies each type of business that failed each year. Unfortunately there does not seem to be any measurable trend in the types of businesses that have closed, other than they are all service providers to existing industry and residents. Even so, most locally owned and operated retail/restaurants tend to cycle more frequently than other types of businesses.

Figure 3.13 analyzes the average lifespan of businesses within each building from 1999-2015. The purpose was to identify high turnover buildings or buildings that struggle to retain occupancy. The businesses that struggled the most tended to operate out of the oldest buildings which were observed most prominently on 101st St.

Figure 3.14 depicts the number of businesses that have operated at one point in each building from 1999-2015. This figure in conjunction with Figure 3.13 continues to suggest that the older stock of buildings have had few successes in retaining tenancy.

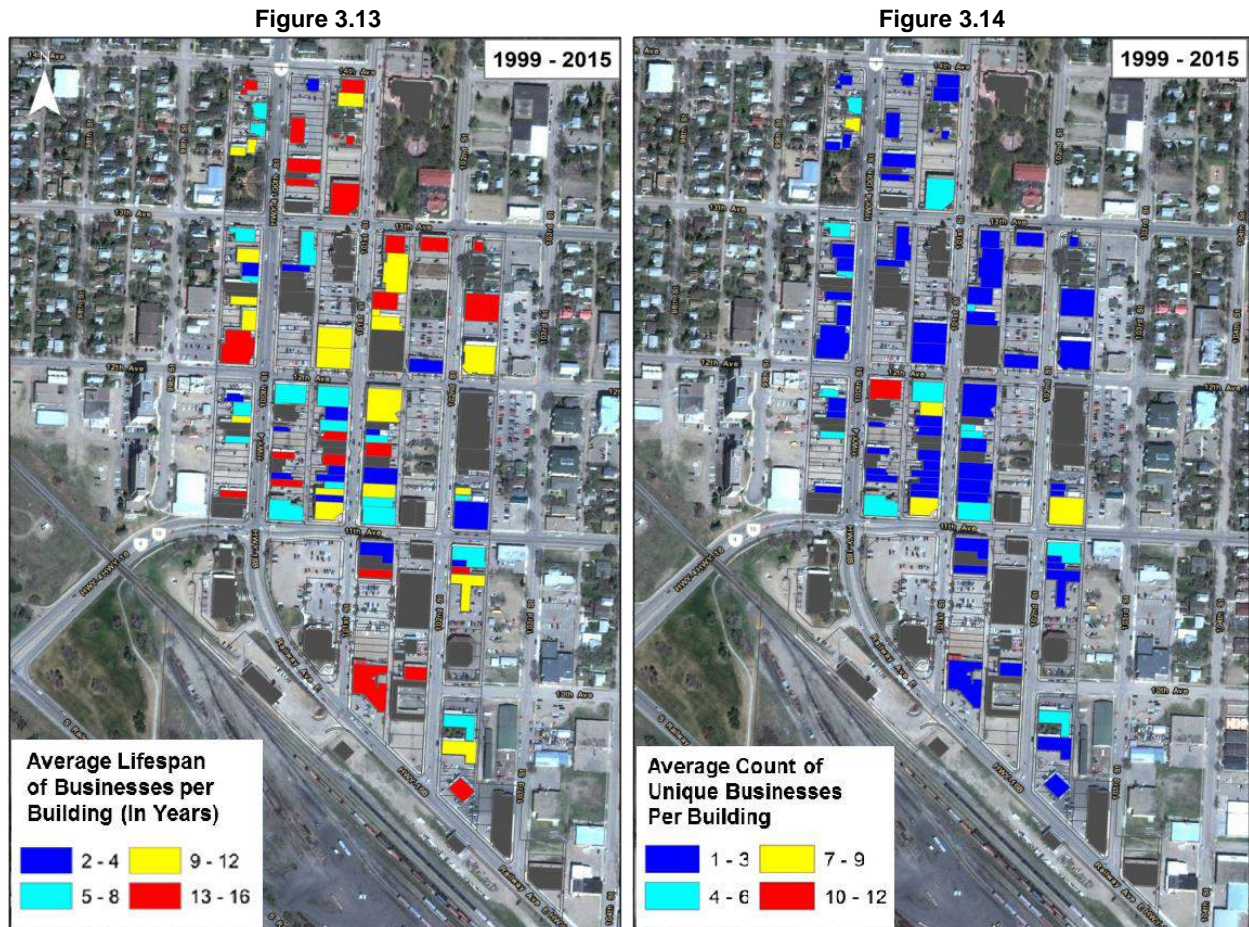


Figure 3.15 depicts highest turnover per building. 8 buildings had turnover more than 3 times during the 15 year study period. Figure 3.16 identifies buildings with the most consistent tenants over 15 years. The majority of the 9 buildings that did not have significant change were owner/user buildings.

Figure 3.15



Figure 3.16



(3) CHALLENGES

At the time of this report the most significant challenge that all development in Saskatchewan faces is the exuberant cost of construction. Currently, the cost of some construction in Saskatchewan is at minimum 30% more expensive than anywhere else in Canada.

As a result, all new construction in Saskatchewan is comparatively expensive and rental rates must be high enough that the cost of development or redevelopment is rewarded with an appropriate return on investment. As such, current rental rates in North Battleford are not at levels that reward the risk and cost of redeveloping a property in downtown North Battleford.

Lease rates for both retail and office uses in downtown North Battleford have exhibited no increase in lease rates from 2000 - 2015. As a result most retail and office space transacts between \$7- \$12 net per square foot per year, with the vast majority of properties leasing under \$10 net per square foot. In addition, it appears most lease agreements are signed year to year, or less than 5 years. In contrast to North Battleford, most lease agreement in major centers throughout Canada are typically a minimum of five years.

Five years is typically an acceptable agreement between landlord and tenant as it gives the tenant a guarantee that their space is secure for this period of time at a consistent lease rate. The landlord is able to achieve a predictable and consistent revenue stream for five years, and can budget future capital improvements or sell the property as an investment opportunity. In absence of a term lease agreement the risk to the property cannot be calculated because there is very little binding the tenant to the property.

The challenge North Battleford faces is not unique and many municipalities throughout Western Canada struggle to attract and retain business and residents within the CBD.

In most municipalities throughout North America corporate head offices located in the CBD are typically the heart of most downtowns, as they are usually the biggest and most stable employers in the City. However, in absence of attracting a corporate head office to North Battleford, the best recommendation would be to create a draw to the CBD. Other cities have used event centres, casinos, enclosed malls, movie theatres and etcetera to attract businesses and residents to the CBD.

Typically, for revitalization of an area to naturally occur, the area in question must be significantly cheaper than other alternatives, and there must be interest generated to improve public opinion. Like North Battleford's CBD, Saskatoon's Riversdale district suffered negative public perception for decades. During the last decade leaders within Riversdale built a strong advocacy group that founded a strong community of existing residents. However despite community involvement, it was not until it became significantly more expensive in nearly all other areas of Saskatoon that Riversdale began to see significant reinvestment.

Unfortunately there are few economic indicators at this time that would push other areas of North Battleford to be significantly more expensive than the CBD.

3.2 RECOMMENDATIONS

From 2006-2011 North Battleford's population grew from 13,190 to 13,888 or a total of 5.3%. North Battleford's aboriginal population has been growing exponentially with 23% of the population now identifying as aboriginal, 39% of which is under the age of 14. 42% of all children in North Battleford are aboriginal. As such, the aboriginal population is becoming and will continue to be a significant stakeholder in the future of North Battleford.

As a major municipal centre located in northern Saskatchewan, North Battleford is well situated to support aboriginal reserves throughout Saskatchewan and surrounding area. A variety of bands have expressed their frustration is in the lack of meeting facilities and office/retail space designed for aboriginal business. Many of these groups have expressed interest in developing facilities on their land holdings, but new construction in rural areas is not only prohibitively expensive but carries exceptional risk to the developer.

In previous studies we have made recommendations to these aboriginal groups that they should entertain investing in existing properties in municipalities near their reserves, because costs are less burdensome and the access to services and a larger population improve the chances of success in real-estate ownership and development.

Due to the inherent difficulties that downtown North Battleford faces, with limited head office users, limited opportunities targeting and collaborating with these groups may pave the future.

A new strategy for North Battleford would be to rebrand North Battleford and actively target aboriginal groups in developing a hub for aboriginal business. This could generate not only investment but increased business activity to North Battleford as a whole.

(1) PROGRAMS

There are a variety of programs that municipalities throughout Canada have experimented and employed to encourage development within a specific area. The most common program has been the 5 - 10 year property tax abatement. Most developers that are eligible typically do apply to the program, and most use

it as a selling feature to the end user. The program is designed to offset some of the costs of holding onto an experimental or risky project until the developer finds tenants or sells units.

These programs are typically bonuses to the developer and rarely encourage significant investment into a property on their own merit. Typically the developer will have a financially viable plan in place regardless of any plans or programs.

There are exceptions. Developers in Saskatchewan continue to use programs through Saskatchewan Housing Corporation. These programs are available if the developer meets a variety of conditions, which include: a maximum income of the tenants, price ceilings on monthly rent, and others. In return the developer is eligible to up to \$40,000 per door rebate on the development, different rebates are on hinged on how strictly the developer meets the conditions of SHC.

Perhaps one of the most attractive programs available on the market are offered through FCM's Brownfields funding program. This program provides 50% grants for plans, feasibility studies, field tests up to a maximum of \$175,000. In addition, FCM offers below market loans up to \$10 million for capital projects and can provide grants up to a maximum of \$1 million or 20% of the loan. This program could provide significant opportunity to any contaminated sites located within the CBD of North Battleford, as conventional banks will not lend on contaminated sites, and the cost to remediate can be more expensive than the value of the land.

(2) THE BENEFITS OF REDEVELOPMENT OF THE DOWNTOWN

In addition to evaluating the health of the downtown, the consulting team investigated opportunities for redevelopment within the CBD. 22 sites were identified as opportunities for development due to vacancy, age, and overall façade appearance of the property. Without knowing the full extent of the structural integrity, or prevailing conditions of the property (i.e. contamination, instability, extensive deferred maintenance, water damage, etc) the assumption was made that all 22 buildings would require heavy reinvestment. Redevelopment is often as expensive as building new and a standardized cost of development was incorporated (from the ground up) at \$166 per square foot, which is an average from the low and high cost to develop a single storey retail/office building. It was ensured the sites would be able to accommodate one parking stall per 793 square feet of leasable space. The remaining site is dedicated to the redevelopment/development of a single storey building. the possibility of a two or three storey building was investigated, but deemed too expensive due to the requirement of an elevator in most successful multi-storey buildings.

Based on the data provided (see Table 3.1), taxes for these 22 properties aggregated to \$60,000 in 2014. It is important to note that eight of the properties were owned by the City/Province and thus generated no tax revenue for the year of 2014.

After developing a development model for these sites, the properties were evaluated using a cost comparison and an income approach to determine a potential assessment value. Under the cost approach the total value of the redevelopment and sale of the land would total \$25.36 million. And the income approach values the properties at \$18.8 million (using \$16 net per square foot). The income approach provided a more realistic assessment value and was used to determine the estimated property taxes. If all 22 sites were redeveloped (totaling 3.86 acres) it would boost 2015 property taxes to \$452,894 (a 700% increase over 2014 tax revenue from the identified properties). Redevelopments such as these could offset the property taxes for other areas within the City.

Table 3.1: Sites in Downtown North Battleford with Redevelopment Opportunity								
Street	Address	Age of Building	Parking	One Storey Redevelopment (SF)	Cost Approach	Income Approach	Property Tax Est (Income Approach)	Lot Size
11th Ave.	10107	1908	14	11,200	\$1,962,111	\$1,792,000	\$43,151	0.37
102nd St.	1141	1910	5	4,200	\$735,620	\$672,000	\$16,182	0.14
102nd St.	1135		3	2,100	\$348,600	\$336,000	\$8,091	0.07
102nd St.	1132	1958	16	12,600	\$2,326,388	\$2,016,000	\$48,545	0.41
11th Ave.	10103	1913	4	3,500	\$1,042,039	\$560,000	\$13,485	0.11
100th St.	1172	1910	8	6,300	\$1,314,246	\$1,008,000	\$24,273	0.21
100th St.	1166	1952	3	2,100	\$532,075	\$336,000	\$8,091	0.07
101st St.	1142	1925	4	3,360	\$949,800	\$537,600	\$12,945	0.11
100th St.	1161	1950	3	2,100	\$712,413	\$336,000	\$8,091	0.07
100th St.	1191	1929	8	6,300	\$1,152,783	\$1,008,000	\$24,273	0.21
100th St.	1270	1960	3	2,100	\$780,541	\$336,000	\$8,091	0.07
100th St.	1132	1910	3	2,100	\$662,232	\$336,000	\$8,091	0.07
Railway Ave. E	80	1955	13	10,684	\$1,773,478	\$1,709,377	\$41,162	0.35
100th St.	1165	1958	3	2,100	\$846,926	\$336,000	\$8,091	0.07
101st St.	1112	1910	4	2,940	\$964,835	\$470,400	\$11,327	0.10
101st St.	1131	1944	3	2,100	\$784,200	\$336,000	\$8,091	0.07
100th St.	1142	1913	5	4,200	\$888,864	\$672,000	\$16,182	0.14
101st St.	1132	1935	6	5,040	\$1,359,360	\$806,400	\$19,418	0.17
101st St.	1092	1910	6	4,900	\$1,641,911	\$784,000	\$18,879	0.16
King St Station	A		6	4,604	\$764,312	\$736,687	\$17,739	0.15
King St Station	B		16	12,807	\$2,125,902	\$2,049,062	\$49,341	0.42
King St Station	E		13	10,215	\$1,695,660	\$1,634,371	\$39,356	0.34
Total				117,549	\$25,364,298	\$18,807,897	\$452,894	3.86

4 SAFETY AUDIT

4.1 INTRODUCTION

The principles of Crime Prevention Through Environmental Design (CPTED) focus on the relationship between the built environment and the social behaviour that occurs in that built environment. CPTED is an inclusive, collaborative, and interdisciplinary approach to reducing opportunities for crime, improving perceptions of safety, and strengthening community bonds. CPTED principles stem from the observed phenomenon that certain “cues” in the physical environment can prompt undesirable or crime-related behaviours, as well as perceptions of being safe or unsafe in users of that environment.

A safety audit is a practical way to assess the perceived safety of an area. Poor urban design and management contribute to fear of crime in a community. Those best placed to determine the factors that contribute to fear of crime are often not crime prevention specialists, designers or management staff, but the people who live, work or spend their leisure in the community of interest. It is these user groups that can most accurately assist in identifying vulnerable areas and factors that contribute to, or detract from, feelings of safety in an area.

A safety audit involves asking these user groups about their perceptions of safety throughout the downtown: what contributes to these feelings, and what changes they think would improve safety. It encourages a subjective interpretation of the environment from the perspective of particular user groups (such as women, young people and people with disabilities). CPTED strategies are typically developed jointly by a number of trained individuals to ensure a creative and balanced approach to problem solving. Several principles of CPTED were utilized in the review of the North Battleford downtown study area. The information obtained from the review is used as a basis for providing recommendations on action items that should be implemented in the City of North Battleford’s Downtown Revitalization Action Plan. The City of North Battleford Downtown Safety Audit, as completed by Crime Prevention Strategies is attached to this report as Appendix A.

4.2 SAFETY AUDIT

Residents, business owners/operators and other stakeholders are considered local experts because they are the most familiar with their neighbourhood or community and what happens on a day to day basis. Change becomes the responsibility of a group of people who care about the community. It is a partnership that includes the audit participants, the community, the business community, service organizations, other stakeholders and the City.

The goal of a safety audit is to explore areas that are perceived to be safe and/or unsafe in order to improve safety in the community and to identify what it is about a space that people are uncomfortable with. The process involves residents, local businesses, service organizations and the City working together to find solutions to safety problems in the community, while using the results of the safety audit as a tool or input into an overall risk assessment of an area. If an area is found during the day but an issue in the night time, then that is when the safety audit should be completed.

The review process included a preliminary walkabout and review of the area in July 2015. On August 13, 2015 two safety audits were completed in downtown North Battleford, a daytime and a nighttime audit.

In addition to the two safety audits completed in downtown North Battleford, a review of the RCMP report entitled “North Battleford 2015 Community Safety Audit: A look at crime distribution within the CPTED Defined Area” was also reviewed. This report included crime statistics in the study area from 2012 to 2014 and the information from these activities were reviewed, analyzed and a number of recommendations were made.

It is noted that the safety audits undertaken in 2015 were intended to address community issues and concerns and allow an avenue for residents and other stakeholders to participate directly in the process. The recommendations in the report address a number of issues that residents, business owners/operators, service providers, and civic staff are experiencing and also identify a number of problem areas. The issues and problem areas should be viewed as a starting point for reducing the opportunity for crime to occur and changing user-perceptions of safety.

(1) DAYTIME SAFETY AUDIT

The daytime safety audit was completed on Thursday, August 13, 2015 from 3:00 to 5:00 pm. A total of 20 participants were involved in the process. Details concerning the demographics of the participants can be found in the full report in Appendix A, although a brief description of some of the results is provided immediately below.

Overall, participants’ general impressions were that the civic areas felt old and forgotten; too many surface parking lots exist in the downtown area; the number of empty stores is apparent; the downtown feels neglected; and, many areas are unkempt. On the positive side, it was also indicated that the area had lots of potential, great park spaces and good lighting and visibility in the area. In general, the north side of downtown was seen less neglected than the south end of the study area.

In terms of reporting, it was detailed that lighting is seen as good as satisfactory (65%) in the area, but the same number felt it was obscured by trees or bushes. A total of 40% of participants felt that the signage in the area was good and 35% indicated that they identified emergency assistance signage.

Participants were equally split as to whether sightlines in the downtown were good or not good and all indicated there were places where someone could be hiding. Participants also indicated that trimming bushes (65%), moving vehicles (15%) and security mirrors (10%) would make it easier to see in the study area.

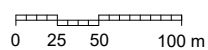
The majority of participants indicated that there were areas where a call for help could not be heard, including places like Central Park or the south end of the study area. Specific corners where a person could hide were also identified including Beejays, around the churches, Koopmans, the alleys on 10th, 11th and 12th Avenues and select areas on 101st and 102nd Street (illustrated on Map 2 on the following page).

A total of 55% of the participants identified signs of vandalism and graffiti vandalism. The majority also felt that the overall design of the area was poor and felt that improved signage and façades, reducing the number of parking lots, and drawing people to the area would all help improve the downtown.

Participants were asked to identify improvements and recommendations that they would make for the study area. Several responses were received and they can be found in the full report attached as Appendix A to this report.



North Battleford Downtown Plan
 Map 2 - Downtown Areas of Concern



(2) NIGHTTIME SAFETY AUDIT

The nighttime safety audit was completed on Thursday, August 13, 2015 from 7:00 to 9:00 pm. A total of 14 participants were involved in the process. Details concerning the demographics of the participants can be found in the full report in Appendix A, although a brief description of some of the results is provided immediately below.

Overall, participants felt that no one cares about the area, it was seen as depressing and there are not many people around and most shops are closed and many buildings are empty. The two parks seemed to be the bright light in all of the comments made.

The majority of participants felt that lighting in the area was good or satisfactory. Only 28% felt as though they could identify a face from 25 paces away and 43% knew who to contact regarding lighting issues. In general, sidewalks were seen as well-lit, whereas alleys/walkways and entrances were only adequately lit. A suggestion was made that decorative lights could improve the image of the downtown, as well as the lighting.

Interestingly, a total of 57% of the nighttime audit participants felt as though they could clearly see up ahead, which was higher than the daytime respondents. Most of the nighttime respondents also indicated there were places where a person could be hiding and specifically indicated that trimming bushes, moving vehicles and using transparent building materials, security mirrors and angled corners could help.

The majority of participants indicated that maintenance of the area was poor or very poor and that the north end of the study area was in better shape than the south end. Most felt as though the downtown was not cared for and that the overall design of the study area was poor.

Participants were once again asked to identify improvements and recommendations that they would make for the study area. Several responses were received and they can be found in the full report attached as Appendix A to this report.

4.3 SIGNIFICANT FINDINGS

A number of significant findings were provided in the safety audit based on the background information, site visits and the perceptions of safety of residents, business owners, service organizations and other stakeholders through the two safety audits, crime statistics and mapping.

The findings were broken out into the following nine categories:

- Natural surveillance;
- Access control;
- Image/maintenance;
- Territoriality;
- Activity support;
- Movement predictors;
- Conflicting user groups;
- Connectivity and culture; and
- Cohesion.

(1) NATURAL SURVEILLANCE

Natural surveillance essentially refers to the concept of putting “eyes on the street” and making a place unattractive for potential illegitimate behaviour. Street design, landscaping, lighting and site design all influence the potential for natural surveillance. The general visibility and natural surveillance in the downtown area will help ensure the safety of downtown users and deter criminal and nuisance behaviour in the area.

In North Battleford, the downtown is laid out on a grid system, so visibility is considered to be good. As natural surveillance depends on the number of people in an area, the more people who occupy the area, the safer users will feel. Conversely, if there are few legitimate users, those individuals will not feel like they have support if they run into trouble and as such, if the few people who are on the street are not up to inappropriate or criminal activities, the perception may exist that they are.

It was noted in the discussion of natural surveillance that while security cameras may be useful in identifying unauthorized access to an area, or to identify who may be in a certain area at a specific time, they do not prevent or deter criminal activity. It was further noted that if security cameras are used, they should be used judiciously as residents that are fully engaged in their community are the best “eyes” to have in the downtown.

(2) ACCESS CONTROL

Controlling who goes in and out of a site, park, or building is important. Access control includes creating a sense of “turf” for legitimate users, while focusing on formal and informal entry and exit points.

A sense of turf is created by giving a space life and purpose. The design of spaces in the downtown that encourages both active and passive activities and usage will contribute to residents, business owners and other stakeholders taking ownership of a space. In downtown North Battleford, a community space adjacent to the supported living shelter was highlighted, as this area has been reclaimed an underused space that was previously a problem. Access to the north of this site was blocked off, as was access to the building to the east. The underutilized space was redeveloped for relaxing and gardening. According to staff, it is less likely to be used as a washroom now that the area has been upgraded.

(3) IMAGE/MAINTENANCE

The appearance of a place is instrumental in creating a sense of place or territory and fostering ownership of the area. This makes it less likely for people who do not belong in the area to engage in criminal or nuisance behaviour. The appearance of a well maintained and cared for site will indicate that criminal activity in the area will not be tolerated.

From the safety audit that was undertaken, it was clear that the study area is in desperate need of refurbishment. The sidewalks are in very bad shape, making it difficult for users to walk around the downtown. Additionally, no sidewalk cafés or outdoor displays were noted on the day of the audit. A Farmers’ Market sign in an empty lot was observed on the 1200 block of 100th Street and it was noted that this could be something that could be expanded upon and could even take over a street on a Saturday.

No public art was identified, aside from Central Park and the brick murals on the liquor board store. The back alleys, particularly on the east side of 101st Street are in very bad shape. It was noted that there were many hiding places and the image in these alleys is very poor. Upon undertaking the safety audit, there

were a number of people who were occupying back alleys, and some individuals needed to be helped as they were not in good condition.

(4) TERRITORIALITY

Territoriality is the concept of creating/fostering places that are adopted by legitimate users of the space, making it less likely that people who do not belong will engage in criminal or nuisance behaviour at that location.

Taking ownership of North Battleford's downtown to the point where residents and visitors are coming to the area to shop, work or have lunch or experience a festival event is linked to taking ownership of the area, and feeling safe in the downtown. It was noted that Central Park is a space that residents could connect with.

(5) ACTIVITY SUPPORT

Activity support is the concept of filling the area with legitimate users, by facilitating or directly scheduling activities or events so illegitimate users will leave. Conversely, places and facilities that are underused can become trouble spots.

The safety audit specifically notes that North Battleford will need to develop the areas that can facilitate the activity support for legitimate users in the area. This can be done through the establishment of policies and programs that support these uses in the downtown. For example, policies and programs that support the redevelopment of central downtown will be critical to improving the downtown. Additionally, Central Park, with the adjacent library, is an underdeveloped gem in the centre of downtown and could be developed into a festival space, a family friendly park, and a restful oasis in the city centre. This park space is essential to changing residents' views of the downtown.

(6) MOVEMENT PREDICTORS

Movement predictors are elements of the built environment and landscaping the force potential victims to take a certain route. Providing obvious alternative routes reduces the ability of potential attackers to predict an individual's route.

There are a few movement predictors in North Battleford's downtown. These areas are mainly related to spaces between buildings or the back alleys. There are also many parking lots that are adjacent to, and connect to, back lanes and streets. These are areas that most people should stay out of, which can be difficult if the parking lot is for work or public parking.

It was suggested that the City develop a parking plan that is clear and fair to residents, visitors and other users of the area. Businesses that use the city parking lots for work or work vehicle parking, is not the best use of the property. It was recommended that the City either rent out the property to the business, or take it back and develop it for downtown parking. Pay parking should also be reviewed to see if charging for parking would be detrimental or helpful for the downtown.

(7) CONFLICTING USER GROUPS

The principle of conflicting user groups refers to identifying and easing the conflicts between diverse user groups in an area. The conflict may arise with different users trying to use the same space for different activities.

In the case of North Battleford's downtown, there are the residents, shoppers, businesses, workers, and others who support the downtown on a consistent basis. There is also a group of street-involved or vulnerable people who wander or gather on the streets. Some of these individuals are involved in drugs or alcohol, some are panhandlers, and others are down on their luck and are just trying to survive. It can be hard to tell the difference and therefore make assumptions that everyone is up to no good.

It is suggested that conflicting user groups will likely be one of the most difficult principles to address. Social Services are needed to address some of the issues that people are experiencing in North Battleford. According to the RCMP report, alcohol is a huge factor in many of the crimes and incivilities that occur in the downtown, and as such, dealing with alcohol-related problems could help reduce crime occurrences and increase perceptions of safety.

(8) CONNECTIVITY AND CULTURE

Connectivity refers to the social and physical interactions and relationships external to the site itself. It recognizes that any given place should not operate in isolation from surrounding neighbourhoods and/or areas.

Culture is also known as “placemaking” which involves artistic, musical, sports or other local cultural events to bring people together in time and purpose. Community memorials, public murals, and other cultural features enhance this principal and contribute to the cohesiveness of an area.

The safety audit report suggests that the City of North Battleford's downtown be a destination centre. The new Downtown Plan should help develop a new culture that promotes the arts, wellbeing and cohesion among members of a diverse city and supports a positive shift in culture in the downtown. Being the link between the City's east and west side, it could function as a great destination in the City's heart that will engage the community.

(9) COHESION

Cohesion is the supportive relationships and interactions between all users of a place to support and maintain a sense of safety. Design can enhance the opportunity for positive social cohesion by providing physical places where this can occur, such as activity rooms, park gazebos, or multi-purpose rooms in schools and community centres.

The new Downtown Plan could be one way to increase cohesion in the downtown, as well as within the City as a whole. Spaces that facilitate people meeting and getting to know each other in a safe space will help increase and maintain cohesion in the community.

During the safety audit in August 2015 and as reflected in the conversations with participants and civic staff, it became clear that there are a number of user groups in the City who need to work together to promote cohesion, but do not, for whatever reason.

There were also some apparent bad feelings and verbal challenges experienced while the safety audit was being conducted. One individual felt that the purpose of the safety audit was to provide a way to clear out the poor people from the downtown, and that nobody cared for these individuals, or those of aboriginal ancestry.

It was concluded that going forward, the City of North Battleford will have to engage official Aboriginal groups, Aboriginal residents, as well as other higher-risk segments of the population if it is to have a total

buy in for the new Downtown Plan. If all of these groups are not capable of moving forward together to address the long-standing social issues, than all of the built environmental changes in the world will not produce the changes needed for the downtown.

4.4 RECOMMENDATIONS

In the Safety Audit Report, attached as Appendix A, a list of recommendations to consider and implement in order to increase safety and the perception of safety in the community, is provided. The recommendations are pulled directly from the safety audit completed by Crime Prevention Strategies in 2015. The recommendations have been placed into the following five categories: Safety and Future CPTED Opportunities; Incentive Programs and Bylaws; Signage; Beautification and Events; and Parking.

(1) SAFETY AND FUTURE CPTED OPPORTUNITIES

- That the RCMP work with the City of North Battleford and other stakeholders to apply the information in the RCMP's report: "North Battleford 2015 Community Safety Audit: A look at crime distribution within the CPTED defined area to develop a Safe Growth strategy for the City".
- That prolific offenders and high crime sites be reviewed for more detailed information.
- That a CPTED mini workshop be conducted for other community members and stakeholders if subsequent safety audits are undertaken.
- That a specific safety audit be conducted on Central Park to identify specific issues and include the community and other stakeholders in a re-design of the park.
- That Central Park be redeveloped in consultation with community stakeholders.
- That the fountain in Central Park be redeveloped or taken out immediately.
- That an additional safety audit be conducted on H.D. McPhail Park to address the safety issues in greater detail and allow for inclusion of the community and other stakeholders.
- That Aboriginal groups, other segments of the population that have not been heard and other service providers be included in the development of a Safe Growth Strategy for the City.
- That the City work with businesses involved in the sale or serving of alcohol to ensure observing, fighting and other inappropriate activity is reduced around their establishments.
- That security cameras and convex mirrors be encouraged only in areas that prove to be difficult to manage any other way.

(2) INCENTIVE PROGRAMS AND BYLAWS

- That a comprehensive review of properties in the study area be conducted by the bylaw officers to ensure buy in from all property owners.
- That the City and the Business Improvement District research an incentive program for the improvement of building façades in the downtown area or review any existing programs.

- That the City and the BID research programs and/or projects that will help reduce the alcoves in buildings on the front street and in the back alleys to reduce hiding places in the downtown.
- That the City and the BID consider a onetime cleanup of the downtown area back alleys and use it as an educational tool to encourage businesses to continue to clean and tidy back alleys.
- That downtown building maintenance and repair incentive programs be reviewed and revised or new ones developed.
- That a gateway into the city be designed for the south end of the downtown area. The gateway should include signage, plantings and wayfinding.
- That once the Downtown Plan is adopted and projects/programs have been implemented that the City and BID consider a marketing campaign that finishes the statement “I should come downtown because...”

(3) SIGNAGE, BEAUTIFICATION AND EVENTS

- That a gateway into the city be designed for the south end of the downtown area. The gateway should include signage, plantings and wayfinding.
- That the City and the BID work together to establish an urban design plan for the downtown area that would include benches, landscaping, bike racks and other amenities.
- That more festivals and community activities are encouraged for the downtown area.
- That the City encourage the development of a public art program for the downtown area.
- That the City invest in the downtown’s infrastructure such as streets and sidewalks.

(4) PARKING

- That a policy be developed for updating the downtown parking lots so that they do not remain surface parking lots for an excessive amount of time. This would include landscape guidelines to ensure the surface parking lots contribute to the downtown visually and contribute to a positive image for the area.
- That the City consider pay parking in at surface parking lots.
- That the City lease out parking lots to businesses or organizations that are currently using the surface parking lots as their own.

5 ARCHITECTURAL INVENTORY

5.1 DOWNTOWN INVENTORY

SEPW Architecture undertook an inventory of existing businesses and services available in the downtown. The inventory and streetscape analysis is attached as Appendix B, and has identified the number of commercial buildings, current condition, overall urban environment opportunities and constraints, visual strengths and weaknesses. Buildings were evaluated from the exterior with focus placed on gathering information on the following major categories:

1. Approximate Age
2. Building Height and Massing
3. Evident Historic Value
4. Present Occupancy
5. Approximate Exterior Condition
6. Significant Alterations

Based on the inventory completed by SEPW Architecture, the following observations can be made:

- Seven empty lots were identified, the majority of which are located on the 1100 block of 100th Street East or on the 1100 block of 100th Street West;
- A total of 13 buildings were identified as 100% vacant with some located on the 1100 block of 100th Street West and, the majority located either on the 1100 block of 101st Street East or the 1100 block of 101st Street West;
- A total of five buildings were identified as being between from 20% to 66% occupied; and,
- A total of 25 buildings were identified as having some form of heritage significance; the majority of which were located on the 1100 Block of 101st Street West.

Following the inventory of the existing businesses and services available in the downtown, SEPW Architecture will develop a series of future architectural guidelines for the downtown area. Architectural guidelines will achieve the following objectives:

- Guide in the creation of building improvements within the study zone which conform to a vision statement that is easily interpreted by building owners and developers.
- Promote safety within a pedestrian friendly environment; through the reduction of risks of fire, accidents and crime;
- Create a document from which the City of North Battleford can draw upon to implement incentives to individual building owners to encourage downtown redevelopment;
- Create economically sustainable options for building owners to consider implementing building improvements and/or new construction;
- Ensure an aesthetically complementary streetscape is developed over time;
- Ensure accessible new construction;
- Provide guidance while allowing individual design freedom; and,
- Guide building improvements that are sensitive to North Battleford's climate and geography, recognizing that it is a winter city.

These architectural guidelines will be outlined in the Downtown Revitalization Action Plan.

6 INCENTIVE PROGRAMS

6.1 EXISTING INCENTIVE PROGRAMS IN NORTH BATTLEFORD

In addition to the programs identified in Section 3.2 (1) in the market analysis, the following analysis provides information pertaining to the existing programs that could be applied to properties in the downtown in the City of North Battleford, and provides comparisons to other municipalities in the province of Saskatchewan.

In August 2015 the City of North Battleford’s Business Improvement District was accepted at the Affiliate Level for the Main Street Saskatchewan Revitalization Program. Main Street Saskatchewan offers two tiers of participation. Top-tier accredited communities fully commit to meeting the program’s high performance standards and receive the full package of program services. Communities interested in learning about the Main Street approach, but not yet ready to commit to the full accredited standards, can participate at the Affiliate level and receive a reduced level of services.

Through the BID, a façade improvement grant has been made available, beginning in 2014 to building owners in downtown North Battleford and continues into 2016. Currently, the owner of any commercial or industrial property within downtown North Battleford is eligible to apply for a grant for the purpose of enhancing or restoring the appearance of any street-facing façades (not intended for general maintenance). The amount of the cash grant is limited to 50% of the projected expenses to a maximum of \$2,500 per façade, and is rebated upon inspection and completion of the project. It must be demonstrated to the BID committee that the intended work will clearly lead to an improved appearance of the façade.

6.2 INCENTIVE PROGRAMS IN OTHER JURISDICTIONS

(1) CITY OF SASKATOON

One example of a potential program that has been successfully implemented in the City of Saskatoon is the “Vacant Lot and Adaptive Reuse Incentive Program”. The City encourages infill development on vacant sites and adaptive reuse of vacant building space in the downtown area by providing financial and/or tax-based incentives to owners of eligible properties. Through a set of eligibility criteria, the City encourages the development of businesses and residences on vacant lots, and encourages adaptive reuse of buildings through property rebates, cash incentives and grants. It is possible that the City of North Battleford could implement a similar type of program, as it is not difficult to implement and results could be easily achieved in the short term.

The City of Saskatoon also provides a Façade Conservation and Enhancement Program to property owners and businesses located in established commercial areas, including the downtown, to enhance the overall street character. Projects that cost \$5,000 and under are eligible for a grant of up to \$2,500. The grant committee may award a base amount of 85% of the budgeted cost and 15% for heritage rehabilitation and/or urban design elements of the project.

Projects over \$5,000 are eligible for a grant of up to 50% of the budgeted costs up to a maximum of \$20,000. The grant committee may award a base amount of up to 25% of the budgeted costs, up to 10% for heritage rehabilitation and up to 15% for urban design elements. Projects must involve the conservation or rejuvenation of the façade of a commercial property and must be designed to respect other buildings in the

neighbourhood. Proponents have two years to complete the project and are eligible for grant funds following the completion and inspection of the project.

The City of Saskatoon has recently undertaken a review of the incentives provided to property owners seeking grants to aid with the maintenance of properties that are designated as Municipal Heritage Property. Under the new program, property owners can receive a property tax abatement up to 50% of costs related to restoration of architectural elements and renovation to meet building code requirements where it affects heritage elements of the building. Grants may be provided for non-governmental, tax-exempt properties, up to a maximum of \$150,000 over a period of 10 years. The owner is required to maintain the property and must have civic approval to alter the heritage elements of the property. This protection is in the form of a bylaw, which is registered against the title of the property and continues to apply when ownership changes.

(2) CITY OF REGINA

The City of Regina provides one-time financial assistance to conserve designated heritage properties. A tax exemption may be granted to a maximum value equivalent to:

- 50% of eligible work cost; or
- The total property taxes payable over 10 years; whichever is the least.

Direct municipal grants are also available for tax-exempt properties based on the same tax exemption formula; however, these grants are limited to a maximum value of \$50,000. (Subject to the availability of funds).

(3) CITY OF CALGARY

The City of Calgary offers a number of different Heritage Conservation Incentives to owners of properties listed on the City's Inventory of Evaluated Historic Resources. The incentives are given in exchange for property owners legally protecting their property. The available incentives include:

- Downtown District Heritage Incentives – two incentives to encourage the conservation of historic buildings and sites in the downtown core. The first incentive is entitled the Historic Resource Retention Incentive which increases the maximum density that can be built on the heritage property. Owners who are not planning on redeveloping their property can also be recognized for their preservation efforts and can transfer unused density currently allowed on their site, including any additional density earned through preservation efforts, to other downtown sites under the Heritage Density Transfer Incentive (donor site). If another property owner is redeveloping land in the downtown core, they can apply to increase the maximum density on their site under the Heritage Density Transfer Incentive by negotiating a density transfer with the owner of a heritage site (receiver site).
- Downtown District Heritage Incentives – the second incentive under this program is entitled the Historic Resource Retention Incentive which is a way for owners of evaluated historic resources to increase the maximum density allowed on their property in exchange for legally protecting their historic building or site. The additional density is calculated using the following formula:

Additional density (square metres) = Extra costs of preserving the historic resource / \$242 (if preserving a building feature) or \$194 (if preserving an entire building)

Therefore, if it were to cost \$100,000 more to restore a heritage building than it would to simply build a new building on the site, the developer would qualify for approximately 515 square metres of additional density (\$100,000/\$194).

- The City also offers a Historic Resource Conservation Grant Program which provides financial incentives for the restoration, preservation and rehabilitation of historic properties in the City. To be eligible, a property must be listed on the City's Inventory of Evaluated Historic Resources. Applicants are eligible every 15 years for up to 50% of approved conservation costs up to a maximum of 15% of a property's assessed value (at the time of the application).
- Through the Alberta Historical Resources Foundation, grant programs are also available to assist owners of properties that are legally protected with the restoration and maintenance. The City does not administer or operate these programs, and as such, applicants must apply to the Province.

(4) CITY OF LETHBRIDGE

The City of Lethbridge provides municipal incentives to property owners of municipally designated buildings. Additionally, there are provincial incentives could be offered to property owners of municipally designated buildings. The incentives include the following:

- The Alberta Historical Resources Foundation may provide funding for owners of municipally designated buildings for specific restoration projects. The funding may total up to \$25,000 every five years.
- Municipal tax freezes or rebate incentives may be offered to owners of municipally designated buildings. These incentives last for a predetermined length of time, decided on a case by case basis.
- The City of Lethbridge can offer direct grants to a property owner in order to offset loss of value or to assist in site maintenance of municipally designated buildings.
- The City of Lethbridge may also waive administrative fees associated with heritage projects as a financial incentive for owners of heritage buildings. Examples of fees that may be waived include those associated with applications for zoning change, development permits and building permits.

(5) CITY OF EDMONTON

The City of Edmonton provides incentives through their Historic Resources Management Program. This program focuses on the identification and creation of appropriate initiatives, incentives and policies to encourage the restoration and rehabilitation of historic resources. These incentives vary from financial incentives and zoning relaxations. The rehabilitation incentives include the following:

- Type 1 - Direct Grant: This grant consists of a direct payment to assist with the hard costs associated with the rehabilitation of the regulated portions of a designated Municipal Historic Resource that is reimbursed to the property owner upon submission of all certified receipts which apply to the approved works. The incentive cannot exceed 50% of the rehabilitation costs.
- Type 2 - Non-Monetary Incentive: These incentives may be considered by City Council when deemed appropriate by the Planning and Development Department. These incentives may include the transfer of land use density, relaxation of parking, loading and amenity requirements, and land transfers on any other means deemed appropriate by City Council.
- Type 3 - Tax Incentives: There are two levels of tax incentives, as described below:
 - Level 1: If a building is a designated Municipal Historic Resource and undergoes rehabilitation, a payment equal to the property taxes may be given to the owner up to a maximum 10 year period. Such payments cannot exceed 50% of the approved rehabilitation costs.

- Level 2: Upon completion of the rehabilitation and issuance of an occupancy permit, a payment may be given to the owner equal to any increase in the incremental portion of the municipal property tax for the designated building and may be rebated up to a maximum 10 year permit. Such payments cannot exceed 50% of the approved rehabilitation costs.

In addition to the rehabilitation incentives, as described above, the City also provides maintenance incentives to property owners of Historic Resources. The maintenance incentives include the following:

- Type 1 – Direct Grant: this grant consists of a direct payment to assist with the hard costs associated with the rehabilitation of the regulated portions of a designated Municipal Historic Resource will be reimbursed to the property owner upon submission of all receipts which apply to the approved work. Maintenance grants cannot exceed 33% of the approved maintenance costs.
- Type 2 – Tax Incentives: There are two levels of tax incentives. Level 1 includes buildings that are designated Municipal Historic Resources that undergo maintenance work. A payment equal to the property taxes may be given to the owner up to a maximum 10 year period and cannot exceed 33% of the maintenance costs. Level 2 incentives include payments given to the owner equal to any increase in the incremental portion of the municipal property tax for the designated building up to a maximum 10 year period and the municipal property taxes levied in each year during the 10 year period commencing only upon occupancy of the building. The payments cannot exceed 33% of the maintenance costs.

(6) CITY OF WINNIPEG

The City of Winnipeg provides three types of incentive programs for heritage buildings, including the Gail Parvin Hammerquist Fund City-Wide Heritage Program, the City of Winnipeg Heritage Conservation Tax Credit Program and Policy for Funding the Conservation of Heritage Buildings. Each of these three programs are reviewed below.

- Gail Parvin Hammerquist Fund City-Wide Heritage Program: This program provides financial assistance to individuals and various types of organizations for initiatives that preserve and protect Winnipeg's heritage. Financial assistance is available through Historical Resource Conservation Grants and Heritage Research & Interpretive Grants under the Gail Parvin Hammerquist Fund.
 - The Historical Resource Conservation Grants are intended to assist projects to conserve heritage value through the restoration of architectural Character-Defining Elements of buildings, structures or lands that are on the List of Historical Resources. Subject to annual budget limitations, grants are limited to no more than 50% of total approved project costs to a minimum of \$5,000 and a maximum of \$20,000 per project.
 - The Heritage Research and Interpretive Grants are intended to assist research, educational and exhibition projects that promote Winnipeg's heritage. A minimum of \$2,000 may be applied for in this category and subject to annual budget limitations, grants are limited to no more than 50% of the total approved project costs to a maximum of \$15,000 per project.
- The City of Winnipeg Heritage Conservation Tax Credit Program is intended to assist a limited number of strategic projects with the aim of increasing property assessment value. Proposals must involve a minimum \$10,000 in eligible work to repair, stabilize and rehabilitate designated buildings and to preserve their significant heritage elements. Proposals must involve a minimum of \$10,000 in eligible work to repair, stabilize and rehabilitate designated buildings. The value of an approved tax credit may be up to 50% of the net private investment made in eligible work and the credit may be used at the recipient's discretion over a maximum 1-year period to reduce qualifying property, business and amusement taxes levied by the City.

- The City of Winnipeg also adopted a Policy for Funding the Conservation of Heritage Building, based on the Heritage Support – Policy and Programs Report. In this strategy, the City maintains a comprehensive range of incentives (grants and financial assistance) for the conservation and use of designated heritage structures.

(7) CITY OF VICTORIA

The City of Victoria provides several grant programs for owners of heritage-designated buildings. The grant programs cover Houses, Commercial or Institutional Buildings, as well as a Tax Incentive Program for downtown Heritage Buildings, as outlined below:

- The House Grants Program promotes the preservation of heritage-designated residences in Victoria by assisting their owners with the costs of restoration and repair of buildings. The House Grants Program may cover a portion of project costs.
- The Building Incentive Program provides financial assistance to owners of commercial or institutional heritage designated buildings to assist with façade restoration, structural improvements, upgrading required by building codes and other rehabilitation costs. Grants may cover up to 50% of the cost of eligible heritage work, up to a maximum of \$50,000 per year.
- The Tax Incentive Program for Downtown Heritage Buildings provides tax exemptions for up to 10 years for downtown Heritage Designated buildings that convert upper storeys to residential use.

(8) CITY OF NANAIMO

The City of Naniamo provides two programs for heritage conservation and preservation, including the Downtown Residential Conversion Tax Exemption Program and the Heritage Façade Improvement Grant Program, both described below:

- The Downtown Residential Conversion Tax Exemption Program has two goals: one to encourage new residential units; the other to preserve heritage buildings in the downtown core. The tax exemption available to applicants can cover up to 35% of the total construction costs divided by the current property taxes, over a maximum 10 year eligible term.
- The Heritage Façade Improvement Grant Program is designed to encourage rehabilitation and enhancement of historic buildings, as well as to promote economic growth and investment in the downtown core. Grants cover up to 50% of external building improvement or conservation costs, to a maximum of \$10,000 per building face fronting on a street. In order to be eligible for a grant, the building must be recognized by the City as having historic value.

(9) CITY OF HUMBOLDT

The City of Humboldt adopted a Downtown Revitalization Tax Exemption Policy in 2012. The purpose of this policy was to establish a revitalization tax exemption program for commercial property in a specified area of the City of Humboldt's city centre in order to:

- Strengthen the viability of existing businesses;
- Stimulate and encourage new private investment;
- Encourage higher density residential development;

- Improve the image and attractiveness of the revitalization area; and,
- Better utilize City infrastructure.

Under this policy, the tax exemption is only granted on new construction or renovations on existing improvement and the land itself is still subject to taxation. The maximum term of the exemption for project involving a new improvement is 5 years. The term of the exemption for the alteration of an existing improvement is determined using the increased assessed value and is based on a sliding scale.

The City of Humboldt also provides a Rental Construction Incentive Program in order to encourage the development and supply of new rental units in the City of Humboldt to keep pace with economic growth. The program provides the applicant with a municipal/provincial grant of up to \$10,000 for each eligible new rental unit construction. This grant is funded by the City in partnership with the Saskatchewan Housing Corporation where a total of 15 units per year are funded on a first come first serve basis. It is noted that while this incentive program is not specific to the downtown, it could be used to increase the number of multiple-unit dwellings, specifically rental units, in a downtown area.

(10) CITY OF YORKTON

The City of Yorkton implemented an Enterprise Zone Incentive Program in 2005 with the aim of providing development and property improvement incentives. The incentive program's objective is to revitalize and beautify the Enterprise Zone by removing blight, expanding the tax base and increasing the economic viability of the downtown and West Broadway Corridor. The program includes five incentive categories including:

- Heritage Preservation – Encourages owners of eligible properties to seek Municipal Heritage Designation and restore façades. Grants are up to \$40,000 in value and are provided for improvements related to building restoration, structural stabilization and energy efficiency.
- Façade and Site Improvements – This incentive is available for businesses improving the building exterior. The program will rebate 25% up to \$5,000 of the combined total cost of eligible façade or site improvements. Eligible improvements include façade restoration, awnings, lighting, entranceways, windows, trash enclosures, handicap accessibility, landscaping, parking signage and sidewalks.
- Housing – The Housing incentive encourages residential development via a five-year phase-in tax abatement. A minimum of five dwelling units valued at \$500,000 in building construction value must be proposed and built within a two-year period. The abatement period over the five year period is 100%, 80%, 60%, 40% and 20%.
- Business Creation and Expansion – The program will abate taxes for building construction for new or existing businesses which create an increased assessed improvement over \$150,000. The abatement over the five year period is 100%, 80%, 60%, 40% and 20%.
- Brownfield Remediation – Recognizing environmentally contaminated sites are an impediment to reinvestment and revitalization, the Brownfield Remediation program encourage property owners or developers to clean-up and develop contaminated properties. The abatement over the five year period is 100%, 100%, 80%, 60% and 40%.

The City of Yorkton also adopted a Rental Housing Incentive Program to encourage the development and supply of new rental units in the City and keep pace with economic growth. The objective of this program

was to provide accommodations for working class professionals moving or relocating to Yorkton. Under this program, developers can apply for a five year or ten year commitment per property. The program either a five year 100% tax exemption to the developers for building five or more multi-family rental units on the condition that the units must remain rental units for ten years or to the developers of a condominium project provided the units are owned by one owner or entity. The five year commitment offers a two year 100% tax exemption to the developers for building multi-family rental units under the condition that the units must remain as rental properties for five years or to developers of a condominium project provided the units are owned by one owner or entity. In all cases, a minimum of five dwelling units per building must be proposed.

It is noted that while this incentive program is not specific to the downtown, it could be used to increase the number of multiple-unit dwellings, specifically rental units, in a downtown area.

7 CONCLUSIONS

Several conclusions and recommendations can be drawn from this Background Report, which will help to form the basis for its companion document, the Downtown Revitalization Action Plan.

7.1 VISION

On January 19, 2016 a meeting was held between the steering committee and consultant to discuss what committee members felt was important to include in the future vision for North Battleford’s downtown. Some of the more interesting and important points that were discussed included:

- Developing a “theme” for downtown that is new, exciting and that targets all age-demographics that could be tied to festivals and events throughout the year;
- Developing a railroad theme for the downtown that incorporates the old CNR building and some of the planning principles developed for the King Street Station;
- Bringing a world-class one-of-a-kind development into downtown that would encourage people to come, stay and explore North Battleford for the day/weekend;
- North Battleford has the advantage in that it is surrounded by amenities including close access to cottage country, recreation opportunities, sporting events and associated infrastructure;
- North Battleford has a significant population that supports very active sporting groups (the North Battleford North Stars); and,
- North Battleford has a young population and many college students. The suggestion was made to bring back the theme “*We are Young but Ambitious*” which was once the theme for the City in 1913.

Ultimately the participants in the visioning session concluded that North Battleford’s downtown requires a large draw to bring residents into the area. Two potential draws for the downtown could include: (1) an arena featuring two ice surfaces that would be large enough to allow North Battleford to host events and tournaments; and/or (2) providing and promoting space for education providers (Northwest Regional College, Academy of Learning, as well as the future Battlefords Education and Training Centre).

Both an arena and educational facilities would bring life into North Battleford’s downtown, and several spin-off businesses and opportunities could tap into the increased pedestrian and vehicle traffic in the area.

7.2 MARKET ANALYSIS CONCLUSIONS

As identified by Colliers McClocklin, it is apparent that Aboriginal population is becoming and will continue to be a significant stakeholder in the future of North Battleford. As a major municipal centre located in Northern Saskatchewan, North Battleford is well situated to support aboriginal reserves throughout Saskatchewan and surrounding area. A variety of Bands have expressed their frustration in the lack of meeting facilities and office/retail space designed for Aboriginal business. Many of these groups have expressed interest in developing facilities on their land holdings, but new construction in rural areas is not only prohibitively expensive but carries exceptional risk to the developer.

In previous studies recommendations have been made to these Aboriginal groups that they should entertain investing in existing properties in municipalities near their reserves, because costs are less burdensome and the access to services and a larger population improve the chances of success in real-estate ownership and

development. Due to the inherent difficulties that downtown North Battleford faces, with limited head office users, limited opportunities targeting and collaborating with these groups may pave the future.

A new strategy for North Battleford would be to rebrand North Battleford and actively target Aboriginal groups in developing a hub for aboriginal business. This could generate not only investment but increased business activity to North Battleford as a whole.

7.3 COMMUNITY INPUT CONCLUSIONS

Input was received from the broader community surrounding the current state of North Battleford's downtown and where the community would like to see the downtown go in the future. Community input was undertaken in the following ways:

- SWOT analysis undertaken in May 2015
- Stakeholder consultations in February 2016

From the above community consultations, several conclusions can be drawn which will fuel the Revitalization Action Plan. The conclusions are listed below in no particular order:

- (1) To fuel the revitalization of downtown, consideration needs to be given to the development of a marketing campaign that brings residents and visitors to the downtown. A number of stakeholders identified the history of North Battleford, specifically the railroad history and settlement of the west, as well as the Aboriginal history of the area as potential themes to be explored. A more modern play on the 1913 theme "*We're Young but Ambitious*" was also identified to draw people to the downtown.
- (2) Anchor tenants that could support the vitality of the downtown could be educational providers (the North West Regional College, the Academy of Learning) which could tie into the development of the Battlefords Trade and Education Centre on the outskirts of downtown.
- (3) A number of stakeholders also expressed a strong desire to see a future rink/arena locate in the downtown. A rink/arena would function well as an anchor tenant.
- (4) In order to improve the aesthetics of downtown, an appearance improvement / streetscaping strategy is necessary to identify existing and potential parking strategies, a tree planting strategy, furniture opportunities including site furniture, lighting, signage and banners, entry concepts and public art placements. The parking strategy should address the current occupation of on-street parking by downtown employees. Additionally, the City should consider leasing out parking lots to businesses or organizations that are currently using city-owned surface parking lots as their own.
- (5) Night life in downtown North Battleford needs to be expanded.
- (6) A desire was expressed by a number of stakeholders to see better connections between the river valley and the downtown.
- (7) Residents are engaged and would like to see the development of sidewalk cafés, unique boutique shops and restaurants that cater to the existing office crowd, as well as to potential visitors to downtown North Battleford. These types of developments are directly related to the aesthetics (streetscaping and building façades) in the downtown.

- (8) Consideration should be given to relocating the liquor store if and when the opportunity is presented.
- (9) In order to address the deteriorating infrastructure including sidewalks, benches, parks, bike racks, etc., as well as to help with the appearance of downtown, an infrastructure improvement and/or replacement strategy warrants consideration.
- (10) Central Park is well-situated downtown. A re-development of Central Park through a new Master Plan should be considered.
- (11) Continued consideration should be given to the conceptual development previously coined “King Street Station” as a space with enormous potential. Although the conceptual plan for King Street Station has not come to fruition, this site offers the City of North Battleford the opportunity for a large scale project to occur, at a scale and prominence that would potentially be a catalyst for downtown vibrancy, growth and re-establishment of the downtown as the heart of North Battleford.
- (12) In order to provide opportunities for new businesses downtown, consideration could be given to developing an “Incubator / Pop Up” development or program. This type of program can help to bring new and creative businesses to the downtown by giving entrepreneurs:
 - Rent-free storefront space to pilot and sell their products and services or subsidized rent;
 - Connections to business support services who can help with everything from grants to business plan development;
 - Networking opportunity with other entrepreneurs.

New businesses located in the downtown will serve to bring additional community members into the area and experience the downtown in a positive manner. This may also help decrease overall crime and perceptions of crime in the downtown, as outlined in the Safety Audit.

It is not necessary to develop or re-develop a specific location for the downtown to accommodate this type of incentive. Instead of providing space for start-up businesses, a business could be provided with subsidized rent or tax incentives over a pre-determined time period. If the Steering Committee chooses to pursue this type of program, it is recommended that it be administered by the downtown BID and that in exchange, business owners be active in BID activities and meetings. The BID could also require that all participating businesses conform to specific criteria should they choose to participate in the program.

- (13) Residents expressed their desire to see more festivals and events in the downtown area. While there appear to be a number of events scheduled during the spring, summer and fall months, consideration should be given to expanding opportunities for additional events that may exist in the winter months.
- (14) While residents have expressed a desire to see additional festivals and events, it is apparent that the BID has been working towards increasing social interaction in the downtown. As such, it is possible that residents may be yet unaware of the opportunities that exist to participate in festivals and events in the downtown. A marketing campaign could be considered to increase the awareness of the existing festivals and events downtown. Going forward, social media tools such as the BID website, Facebook and Twitter will be important in communicating upcoming events to residents.
- (15) Residents have expressed a desire to see more public art in the downtown. Opportunities could be explored to pursue the possibility of developing a “Placemaker Program”. In Saskatoon, the

Placemaker Program is administered by the City in partnership with the downtown BID, the Riversdale BID and the Broadway BID. The mandate of the Placemaker Program is to add significance to civic spaces, to engage with audiences and to promote an appreciation for contemporary art practices through temporary public art.

- (16) In terms of signage, the City of North Battleford hired Crosby Hanna & Associates in August 2015 to prepare a conceptual plan for the development of entry corridors at four key highway entries into the City. As a part of this study, potential entry features and corridors were identified for “The Battlefords” entry features, “Primary” entry features, “Secondary” entry features, and “Secondary Overpass” entry features. Going forward, it would be prudent to coordinate the entry corridors with the Vision developed for the downtown and vice versa. This could be achieved specifically in the Secondary corridors through the continued use of complimentary banners and potentially other landscaping provisions, as determined by corridor opportunities and constraints. Additionally, there may be the potential to highlight specific festivals, events or celebrations in the downtown temporarily on the Primary or Secondary entry features.

7.4 SAFETY AUDIT CONCLUSIONS

Several recommendations were made concerning the safety and perception of safety in the community through the safety audit report completed by Crime Prevention Strategies, including the following:

- (1) That the RCMP work with the City of North Battleford and other stakeholders to apply the information in the RCMP’s report: “North Battleford 2015 Community Safety Audit: A look at crime distribution within the CPTED defined area to develop a Safe Growth strategy for the City”.
- (2) That prolific offenders and high crime sites be reviewed for more detailed information.
- (3) That a CPTED mini workshop be conducted for other community members and stakeholders if subsequent safety audits are undertaken.
- (4) That a specific safety audit be conducted on Central Park to identify specific issues and include the community and other stakeholders in a re-design of the park.
- (5) That Central Park be redeveloped in consultation with community stakeholders.
- (6) That the fountain in Central Park be redeveloped or taken out immediately.
- (7) That an additional safety audit be conducted on H.D. McPhail Park to address the safety issues in greater detail and allow for inclusion of the community and other stakeholders.
- (8) That Aboriginal groups, other segments of the population that have not been heard and other service providers be included in the development of a Safe Growth Strategy for the City.
- (9) That the City work with businesses involved in the sale or serving of alcohol to ensure observing, fighting and other inappropriate activity is reduced around their establishments.
- (10) That security cameras and convex mirrors be encouraged only in areas that prove to be difficult to manage any other way.

- (11) That a comprehensive review of properties in the study area be conducted by the bylaw officers to ensure buy in from all property owners.
- (12) That the City and the Business Improvement District research an incentive program for the improvement of building façades in the downtown area or review any existing programs.
- (13) That the City and the BID research programs and/or projects that will help reduce the alcoves in buildings on the front street and in the back alleys to reduce hiding places in the downtown.
- (14) That the City and the BID consider a onetime cleanup of the downtown area back alleys and use it as an educational tool to encourage businesses to continue to clean and tidy back alleys.
- (15) That downtown building maintenance and repair incentive programs be reviewed and revised or new ones developed.
- (16) That a gateway into the city be designed for the south end of the downtown area. The gateway should include signage, plantings and wayfinding.
- (17) That once the Downtown Plan is adopted and projects/programs have been implemented that the City and BID consider a marketing campaign that finishes the statement “I should come downtown because...”
- (18) That the City and the BID work together to establish an urban design plan for the downtown area that would include benches, landscaping, bike racks and other amenities.
- (19) That more festivals and community activities are encouraged for the downtown area.
- (20) That the City encourage the development of a public art program for the downtown area.
- (21) That the City invest in the downtown’s infrastructure such as streets and sidewalks.
- (22) That a policy be developed for updating the downtown parking lots so that they do not remain surface parking lots for an excessive amount of time. This would include landscape guidelines to ensure the surface parking lots contribute to the downtown visually and contribute to a positive image for the area.
- (23) That the City consider pay parking in at surface parking lots.
- (24) That the City lease out parking lots to businesses or organizations that are currently using the surface parking lots as their own.

7.5 ARCHITECTURAL INVENTORY CONCLUSIONS

Based on an inventory completed by SEPW Architecture, the following observations were made:

- Seven empty lots were identified, the majority of which are located on the 1100 block of 100th Street East or on the 1100 block of 100th Street West;
- A total of 13 buildings were identified as 100% vacant with some located on the 1100 block of 100th Street West and, the majority located either on the 1100 block of 101st Street East or the 1100 block of 101st Street West;

- A total of five buildings were identified as being between from 20% to 66% occupied; and,
- A total of 25 buildings were identified as having some form of heritage significance; the majority of which were located on the 1100 Block of 101st Street West.

It can be concluded from the inventory that vacant businesses and lots are an issue for the downtown. However, on a positive note, the downtown also prospers from having a decent number of heritage buildings that have some sort of heritage significance. It is anticipated that SEPW Architecture will develop a series of future architectural guidelines for the downtown area as a part of the Downtown Revitalization Action Plan that will help guide heritage revitalization, infill development and new development. It is anticipated that these guidelines will also help ensure that heritage renovation, infill development and new development are complimentary to each other.

7.6 INCENTIVE PROGRAM CONCLUSIONS

A review of existing incentive programs in other municipalities across Western Canada was undertaken to illustrate the types of grants/incentives/rebates provided to owners of heritage buildings as well as developers of multiple unit buildings, or even buildings located in the downtown. The following list identifies some of the more pertinent incentives that may warrant consideration as it pertains to the revitalization of downtown.

- (1) The City and BID research and commission project(s) that assist with the cleanup of the downtown, specifically the back alleys as well as any potential contaminated sites. The cleanup of back alleys could be held to help educate business owners to ensure alleys behind their businesses are kept clean and tidy. The City and BID may wish to consider offering a Brownfield Remediation incentive to encourage property owners / developers to clean up and develop contaminated properties. The City of North Battleford could look at providing a tax abatement, similar to the five year abatement provided by the City of Yorkton.
- (2) Vacant lots are problematic from an aesthetic and safety standpoint in North Battleford. The City could consider a “Vacant Lot and Adaptive Reuse Incentive Program” similar to that offered in the City of Saskatoon. This program could provide financial and/or tax-based incentives to owners of eligible properties. The City could encourage the development of businesses and residences on vacant lots in the downtown, in addition to encouraging adaptive reuse of buildings through property tax rebates, cash incentives and grants.
- (3) Façade improvement grants help enhance the overall street character of a neighbourhood. Through the support of City Council, the BID will be offering \$10,000 worth of grants in 2016 (a total of four grants of a maximum of \$2,500). Consideration should be given to increasing the grant funds available for façade improvement over both the short and long term.
- (4) downtown building maintenance and repairs are also an issue. Consideration should be given to the development of an incentive program to help existing business owners fix and maintain their properties.

APPENDICES

**Appendix A:
Safety Audit**

City of North Battleford Downtown Study Area Safety Audit December, 2015



This report was completed by Crime Prevention Strategies for Crosby Hanna & Associates: Landscape Architecture and Planning. The report will form part of Crosby Hanna & Associates City of North Battleford Downtown Plan report for the City of North Battleford.

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1.0 General Background

Crime Prevention Through Environmental Design (CPTED) is a collaborative, multi-faceted approach to reducing opportunities for crime, improving perceptions of safety, and strengthening community bonds. CPTED emphasizes the relationship between the immediate physical environment and social behaviour related to crime. CPTED strategies are typically developed jointly by a number of trained individuals to ensure a creative and balanced approach to problem solving. The principles of CPTED used in this review are identified in Attachment 6.1.

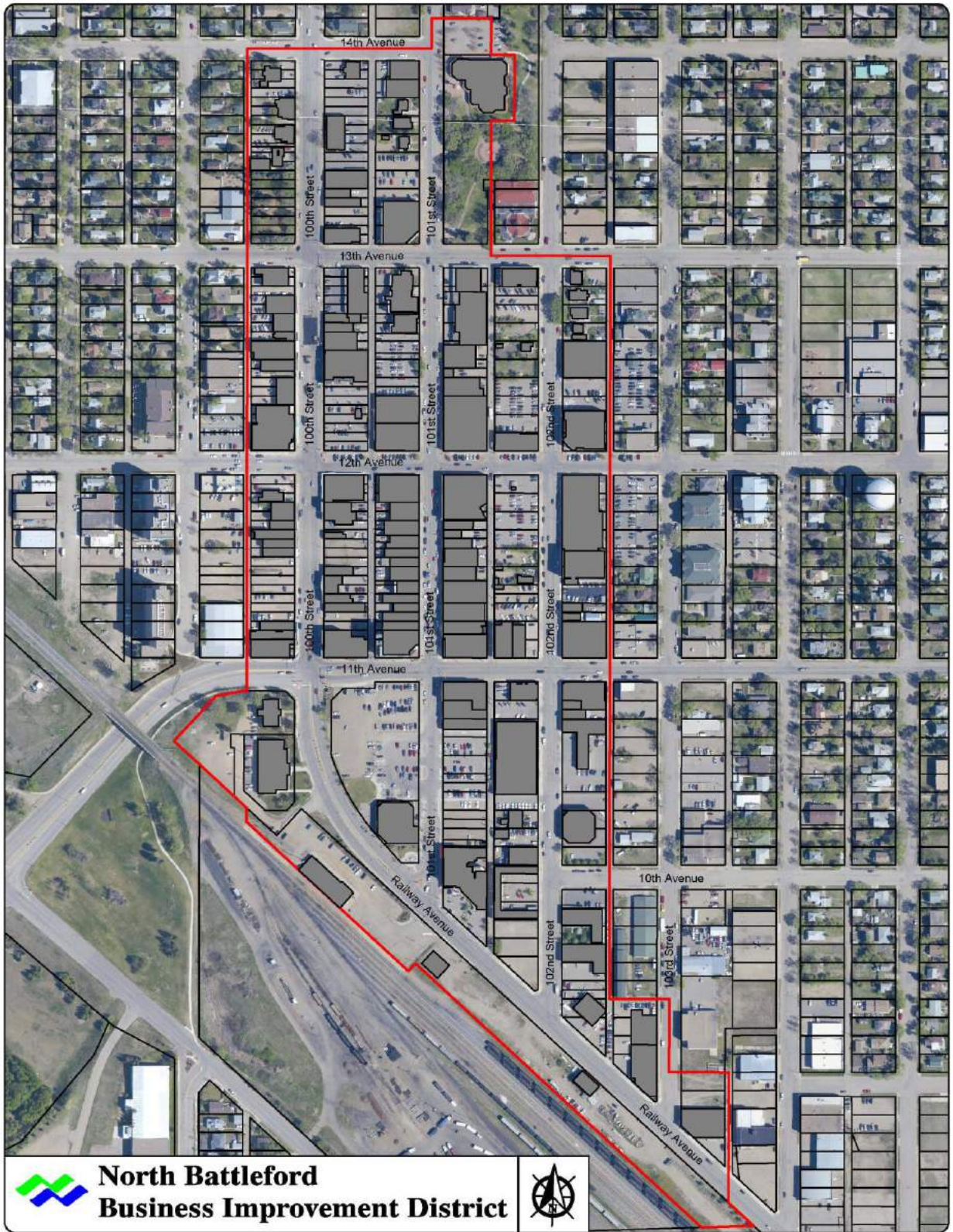
The following is a summary of the CPTED review of the North Battleford downtown study area (Map 1) for Crosby Hanna & Associates, Saskatoon Saskatchewan as part of the development of the City of North Battleford's comprehensive Downtown Plan. The review process included a preliminary walkabout and review of the area in July 2015, a daytime and nighttime safety audit with a variety of stakeholders in August 2015 as well as a review of the North Battleford RCMP's *North Battleford 2015 Community Safety Audit: A look at crime distribution within the CPTED Defined Area* report which reviewed crime statistics in the area from 2012 - 2014. The information from these activities was reviewed, analyzed, and a number of recommendations were identified.

The safety audits are intended to address community issues and concerns and allow an avenue for residents and other stakeholders direct participation. The recommendations in this report address a number of issues that residents, business owner/operators, service providers, and civic staff are experiencing and identify a number of problem areas. These should be a starting point for reducing the opportunity for crime to occur and increasing users of the study area perceptions of safety.

North Battleford is a small city with a population of 13,888. The city covers approximately 34 square kilometres and is located just across the North Saskatchewan River from the town of Battleford and 140 km northwest of Saskatoon.

The Battlefords area has been home to several historic aboriginal groups and close to 20% of the population is of First Nations or Metis ancestry. There are also a number of reserves in close proximity to the city.

This Safety Audit report is a good start for the city of North Battleford and can form the foundation for a comprehensive community based Safe Growth Strategy for the city



Map 1: Downtown Study Area for Safety Audit

2.0

Perceptions of Safety and Crime Statistics

A positive perception of safety within a community allows citizens to live, work, shop, and play free of the fear, rational or not, of becoming a victim of crime. This section of the report includes statistics and reported crime data, perceptions held by residents and businesses, and safety audits conducted by the community. The results of which have been used to create recommendations specific to safety that will address crime and the concerns of the community.

Crime statistics are useful to review along with users' perceptions of safety. In some incidences, users' perception of personal safety could be low in an area, when the crime statistics indicate that there is very little criminal activity. Conversely, users may report feeling safe in an area in which a high number of crimes have been reported. Neither perceptions nor crime statistics have precedence over the other; they are two different measures and two different pieces of a larger picture. Safe Growth and the application of the principles of CPTED consider perceptions and statistics together.

2.1 Perceptions of Safety

Perception of safety affects where, when and how people interact with and behave in their environment. This becomes a concern when an individual's perception of their personal safety causes them to change their behaviour, even though an actual threat may not be present.

Perceptions of safety can vary for a number of reasons. Perceptions are related to age, experience, or sex to name just a few. For example, a 16 year old male will have very different perceptions of safety of an area than a 60 year old female. Neither may be absolutely correct but it will colour how they interact with a space or whether they will even enter the space.

2.2 Crime Distribution in the Study Area

Crime statistics are an important tool in assessing community safety. The statistics allow for study of trends in both the location and types of crimes to be observed and considered. In reviewing the statistics for reported crime in a community, it's important to note that not all crimes are reported

RCMP Crime Statistics

The RCMP completed a comprehensive analysis of crimes that occurred in the eight square block study area (Map 1). The report included "an overall view of the total crimes in this area over a 43 month period as well as a look at patterns and trends...". Information from that report is summarized here to ensure confidentiality.

According to the report, the crime statistics reported do not include occurrences that do not contribute to a clear crime statistic story for the study area. Additionally, occurrences originating from the RCMP detachment, the courthouse, and the probations office were also removed from the analysis as "these areas generate a large number of crimes that may have occurred at other locations and/or jurisdictions."

City of North Battleford Downtown Study Area Safety Audit Report

According to the report there were a total of 2,917 offences that occurred at 169 locations from 2012 -2015 July 31. The RCMP will also be reviewing further the prolific offenders and high crime addresses that have been identified and working with their partner agencies to assist in determining further needs to reduce these numbers. This partnership should include the City of North Battleford and any other group working towards a Safe Growth strategy in the city.

An interesting challenge that was identified by the RCMP is related to Mischief occurrences which are officially categorized as a property crime and make up a high percentage of the total calls for services. However, many of these complaints are not related to property damage but a request to remove an intoxicated person from a residence. What this means is that high property crime rates may be more related to alcohol abuse than might be normally thought. This means that occurrences of mischief may need to be examined closer to determine exactly what is going on.

The distribution of crime in the study area differs from the city as a whole. In the study area (Figure 1) Liquor Act, Crimes Against property and Other crimes make up 81% of all crimes in the area. The Other category is primarily 85% of disturbing the peace files. In the city as a whole (Figure 2) it is the Crimes Against Property that is the highest, Other crimes are lower, and Crimes Against Persons is higher.

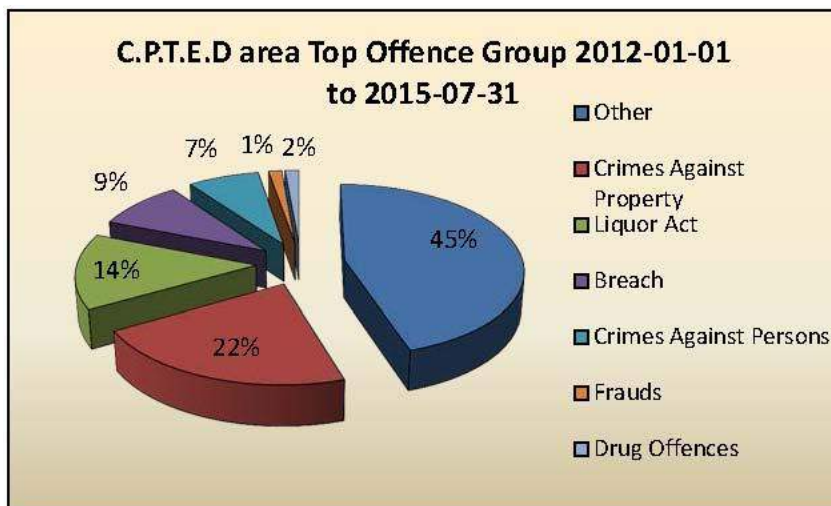


Figure 1: Crime type distribution in North Battleford excluding the study area.

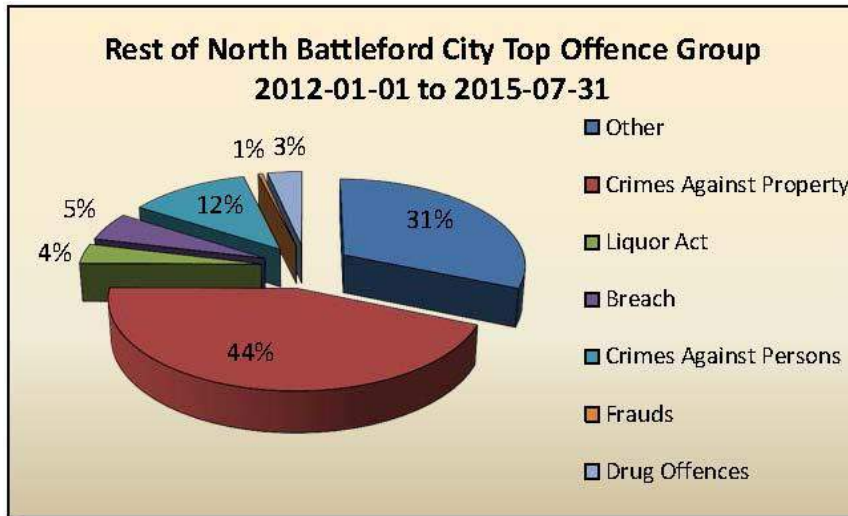


Figure 2: Crime type distribution in North Battleford excluding the study area.

According to the RCMP report, in 2014, the downtown study area “accounted for 38% of the Liquor Act, 31% of the disturbing the peace, 11% of the theft under, 7% of the mischiefs, and 6% of all assaults in the entire city of North Battleford.” (see figure 3)

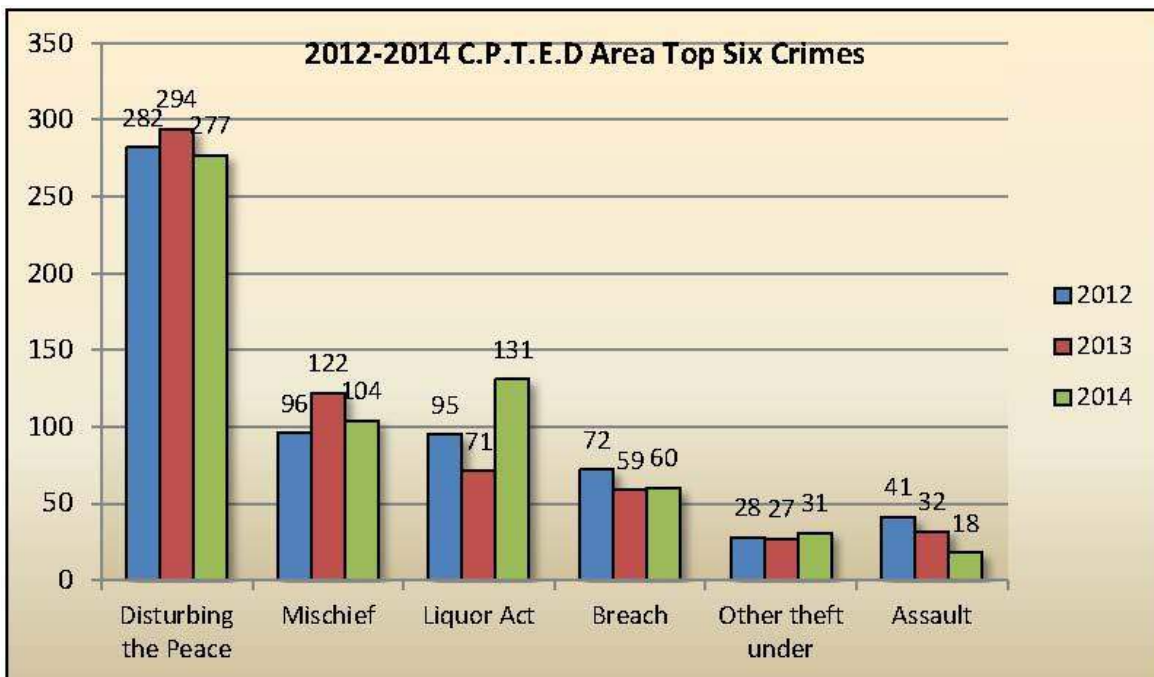


Figure 3: Top Six crimes in the Downtown Study Area.

City of North Battleford Downtown Study Area Safety Audit Report

The study area also shows a much higher crime rate increase than the rest of the city and these increases tend to be related to “alcohol-based offending in the area.” In addition, the numbers showed that a number of businesses and service agencies have reduced the overall number of assaults, at their sites, in the study area. Further investigation into how this was done is worth pursuing to potentially apply to other sites in the study area.

However, it is important to note that crimes against persons is lower in the study area (7%) than in the rest of the city (12%) and that 76% of this is common assault and 47% of these are located around specific sites. The study area also accounted for 8% of all the robberies and these also were very site specific. Overall, according to the RCMP report, “relatively speaking, incidents of personal violence directed toward persons not living a high risk lifestyle or attending licensed premises is fairly low,”

Break and Enters in the study area accounted for 2% of the city’ total and 6% of all business break and enters. However business break and enters have decreased in the entire city (-29%) and in the study area (-66%) from 2014 -2015. Further research into the rate and number of businesses in the city and study area will tell a more detailed story.

There are about 45 individuals that would be considered high or prolific offenders. The top six committed 21% of all crimes in the study area. Further research showed that all the offences were alcohol related. These individuals tend to be highly visible and congregate around specific sites in the study area. This has a significant effect on perceptions of safety in the area and may prevent residents from working or shopping in the study area.

There is extensive and very detailed information in the RCMP’s *North Battleford 2015 Community Safety Audit: A look at crime distribution within the CPED defined area*, too much to repeat in this report but the above summary is a good start. This report’s information needs to be considered in the overall safety plan for North Battleford. In addition, all major stakeholders must be included in the input and planning of the North Battleford Safe Growth Strategy for it to be successful.

Incidents of crime and inappropriate behaviour are one tool that is used in identifying activity in an area, and assists in determining if there are environmental, policy, management, and/or social changes that can be made to reduce the opportunity for crime to occur and increase users’ feelings of safety.

3.0 The Safety Audit

Safety audits allow regular users of an area to identify places that make them feel safe and/or unsafe. Residents, business owners/operators, and other stakeholders are considered local experts because they are most familiar with their neighbourhood or community and what happens on a day to day basis. Change becomes the responsibility of a group of people who care about the community. It is a partnership that includes the audit participants, the community, the business community, service organizations, other stakeholders, and the City.

The goal of the safety audit is to explore areas that are perceived to be safe and/or unsafe in order to improve safety in the community and identify exactly what it is about a space that they are uncomfortable with. The process involves residents, local businesses, service organizations, and the City working together to find solutions to safety problems in the community, while using the results of the safety audit as a tool or input into an overall risk assessment of the area. Typically, safety audits are carried out when identified issues are likely to occur. If an area is fine during the day but an issue after 9pm, then that is when the safety audit is completed. This may be modified to ensure the safety of the audit participants. For example, a safety audit of liquor establishment may need to be conducted from 10pm to 2:30am. Participants may then audit the area from vehicles.



Safety Audit participants at various sites

Two safety audits were completed on August 13, 2015. A daytime audit from 3 to 5pm and a nighttime audit from 7 to 9pm and both audits covered the same area (see Map 1) and included many of the same participants. Reviewing the audit area again in the evening helped to identify any changes in perceptions of safety, sightlines, and reviewed lighting. Long term, for specific areas, there may be detailed safety audits that the community may choose to undertake.

3.1 Daytime Safety Audit

The first safety audit was completed on Thursday, August 13, 2015 from 3 to 5 pm (see Attachment 6.2). 20 participants met at City Hall. They were almost equally one third in their 20's, one third in their 30 and 40's and one third from 50 to 69 years of age. 45% were male and 20% female and 35% did not identify.

It is interesting that, throughout the safety audit there were very high levels of non-responses for some questions. This was higher than has been experienced in other safety audits. There does not seem any pattern for why this is high, although the temperature during the audit was over 30 degrees Celsius with little cloud cover.

Participants included residents (20%), civic staff (20%), non-profit members (15%), Business Improvement District (BID) members or business owners (15%), RCMP member and workers and others. It was a good mix and there were good discussions throughout the safety audit. There were other segments of the North Battleford population that were not represented and this should be rectified. Input from these groups will be critical to the success of any Safe Growth Strategy for North Battleford. Specifically, the city population is 20% aboriginal but none of the participants identified as aboriginal.

Overall, participants' general impressions were that the civic areas feel old and forgotten, there are too many parking lots, there is lots of neglect, empty stores, and many areas are quite unkept. On the positive side, they felt that the area had lots of potential, great park spaces and good lighting and visibility in the area. In general, the north side was seen as better than and less neglected than the south end of the study area.

Lighting is seen as good or satisfactory (65%) in the area but that the same number felt it was obscured by trees or bushes. During the daytime there are no issues. The majority felt there was signage in the area and 40% thought the signage in the area was good and 35% indicated there was emergency assistance signage. Additional signage identified included:

- Many noted an entry sign to the downtown on the south end
- No loitering signs
- Signs noting services/businesses on specific streets
- Business signage
- Wheelchair signs visible from the street

Participants were split on whether sightlines were good (40%) or not good (40%) and all indicated there were places where someone could be hiding. The majority indicated that they could predict when people would be in the area. People felt that trimming bushes (65%) moving vehicles (15%) and security mirrors (10%) would make it easier to see in the study area. Specific areas such as the parking lots near the RCMP were difficult to see in.

The majority indicated there were areas where a call for help could not be heard. Places like Central Park or the south end of the study area. The majority of participants indicated there were corners or places where someone could hide. These areas included, but not limited to, behind Beejays, the church, and Koopmans, the alleys on 10th, 11th, and 12th Avenues and some areas on 101st and 102nd Street.

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Most participants indicated they could not identify the owners of nearby land uses and the majority stated that their impression of nearby land uses was poor to very poor. There is a mix of land uses in the area which could contribute greatly to activating the area and contributing to improved perceptions of safety as long as maintenance, image, and activity support is positive.

40% felt the area looked cared for but 55% indicate there were signs of vandalism and graffiti vandalism; although it was not racist or sexist. The majority felt that overall design of the area was poor and felt that improved signage and facades, reducing the number of parking lots, and asking the question ‘What would draw people down to this area?’ could help improve the area.

Participants were asked what improvements and recommendations they would make and they had many, many responses. Some were very specific and some more general. A selection of them are mentioned here and a full list is found in Appendix 6.2.

A selection of participants identified improvements and recommendations for the area include, but are not limited to:

- Only bike racks I saw were at the library
- Many parking lots
- More family friendly areas
- Improved lighting & landscaping
- Clean up store fronts & parking lots
- Vacant buildings filled or destroyed & replaced
- Sidewalk & roads repaired
- bring people downtown - a good mix
- More activities to bring people downtown
- Working fountain or replace if outdoor space
- Updated façades
- With Bargain Shop gone we need groceries for those who don't have vehicles
- Meet with "BID" to discuss vision for downtown
- Improved lighting
- Fountain in Central Park - need plan and remove shrubs around library, remove hedge at library park, lighting in library park
- Alleyways need more attention to clean up - it may be property owners responsibility, but someone needs to do the work
- South end needs entry sign to draw people into downtown
- Deal with over serving issues at liquor establishments
- Community drug/alcohol issues - not sure what the answer is
- Continue holding events in Central Park
- No – Bingo or pawnshops
- Make building owners more responsible for the tidiness & upkeep of their properties.
- Extensive clean up
- Celebrating the properties that are well kept

3.2 Nighttime Safety Audit

The second safety audit was completed on Thursday, August 13, 2015 from 7 to 9 pm (see Attachment 6.3). It is important to see the study area at night when lighting, shadows, and other elements can impact how people feel about a space. 14 participants met at City Hall. The majority of them were (43%) were 30 to 49, 28% were 20 to 29 years, 14% were 50 to 69 years and 14% were young adults under 19. 57% were female and 36% male.

Participants included residents (21%), students (14%), non-profit members (14%), Business Improvement District (BID) members or business owners (7%), civic staff (7%), and RCMP member and workers and others. It was a good mix and there were good discussions throughout the safety audit. As stated previously there were other segments of the North Battleford population that were not represented and this must be rectified. Input from these groups will be critical to the success of any Safe Growth Strategy for North Battleford. Specifically, the city population is 20% aboriginal but none of the participants identified as aboriginal.

Overall participants felt that no one really cares about the area, it is depressing and there are not too many people and most shops are closed and many buildings are empty. The two parks seemed to be the bright light in all the comments.

The majority felt that lighting in the area was good or satisfactory and 36% felt the lighting was even. Only 28% felt they could identify a face from 25 paces away and 43% knew who to contact about lighting issues. In general, sidewalks were seen to be lit well and alleys/walkways and entrances only adequately lit. There was a suggestion that decorative lights could improve the image as well as the lighting.

Signage was seen to be poor (36%) but 57% felt there was signage to identify area locations and 43% indicated there was emergency assistance signage should it be needed. Better signage for the businesses was identified as something that could improve the area.

Interestingly, 57% of the nighttime audit participants felt they could see clearly up ahead, which is higher than the daytime respondents. Most indicated there were places where someone could be hiding and specifically indicated that trimming bushes, moving vehicles and using transparent building materials, security mirrors, and angled corners could help.

The majority of participants indicated there would be few people in the area during the evening and 43% said they did not know how far away the nearest person was and 36% indicated they did not know the nearest location of an emergency service aside from the RCMP depot. A number of entrapment sites were identified and include between garbage bins, in the alleys, and in recessed doorways.

The majority indicated that maintenance of the areas was poor or very poor and that the north end was in better shape than the south end. Most could not identify the owners of nearby land uses and most felt the area is not cared for.

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Most participants felt the overall design of the study area was poor and 42% felt that people that were not familiar with the area would not be able to find their way around. Specifically, there are a confusing number of levels in the Central Park.

Participants were asked what improvements and recommendations they would make and they had many responses. Some were very specific and some more general. A selection of them are mentioned here and a full list is found in Appendix 6.3.

Participants identified improvements and recommendations for the area that included:

- More art, colour, activities etc. downtown
- More shops/cafes/pharmacies, etc. downtown
- Development of a shopping corridor
- Drainage & pavements
- Building maintenance & rehab
- Encourage investments into city
- No bingo hall
- Regular monitoring of abandoned buildings

4.0 Significant Findings

The Safety Audit report provides a list of recommendations to consider and implement in order to increase safety and the perception of safety in the community.

This section identifies a number of significant findings based on the background information, site visits, the perceptions of safety of residents, businesses, service organizations, and other stakeholders through the two safety audits, crime statistics and mapping; Safe Growth and the principles of Crime Prevention Through Environmental Design (CPTED). The principles of CPTED are set out in Attachment 6.1 and it is important to note that not all principles are applicable to every project. There is also some overlap within the principles and for this review some of them have been combined for clarity.

The following findings and recommendations are presented for use in any future designs, plans, policy development, and/or management plans for this area.

4.1 Natural Surveillance

This is the concept of putting “eyes on the street” and making a place unattractive for potential illegitimate behaviour. Street design, landscaping, lighting, and site design all influence the potential for natural surveillance. The general visibility and natural surveillance in the downtown study area will help ensure the safety of downtown users and deter criminal and nuisance behaviour in the area.

The study area is a grid system so visibility is good. Natural Surveillance will depend on the number of people in the area. The more people in the area, shopping, walking, visiting, or working in the area the more safe users will feel. If there are few legitimate users then they don't feel like they have any support if they run into trouble. Then even if people on the street are not up to inappropriate or criminal activity the perception may be that they are.

Security cameras typically do not prevent or deter criminal activity but they are useful in identifying unauthorized access and who may be in an area at a specific time. Critical to recording the appropriate information is knowing what information is needed, what specifics are required, and where and in what light the cameras must operate. If security cameras are used they should be used judiciously. Residents that are fully engaged in their community are the best “eyes” to have in the downtown.

4.2 Access Control

Controlling who goes in and out of a site, park, building, etc. is important. Access control includes creating a sense of “turf” for legitimate users, while focusing on formal and informal entry and exit points.

A sense of turf is created by giving a space life and a purpose. The design of spaces in the downtown that encourages both active and passive activity and signals the usage of this area will contribute to residents, business owners, and other stakeholders taking ownership of a space. A good example that was shown in the safety audit was the community space adjacent to the Lighthouse where the residents and volunteers have reclaimed an underused space that was a problem. Access to the north was blocked off as was access under the building to the east and the area was redeveloped for relaxing and gardening. According to the staff, it is less likely to be used as a washroom now that it has been upgraded.

Turf is also created through the consistency of the design throughout the downtown and the common features and design elements that may be developed through the downtown plan.



Lighthouse Community Garden

4.3 Image/Maintenance

The appearance of a place is instrumental in creating a sense of place or territory and fostering ownership of the area. This makes it less likely for people who do not belong in the areas to engage in criminal or nuisance behaviour. The appearance of a well maintained and cared for site will indicate that criminal activity in the area will not be tolerated.

It is clear from the safety audit that the downtown study area needs some refurbishing. The sidewalks are in very bad shape and make it difficult for users to walk around the downtown area. There were no sidewalk cafes or outdoor displays that were seen on that day. There is a Farmers market sign in an empty lot on the 1200 block of 100th Street. This could be something that could be expanded and perhaps even taking over a street on a Saturday.



North end sidewalk



South end sidewalk

There was little public art in the area aside from Central Park and the brick murals on the liquor board store. There was some indication of murals in the back lane west of 101st Street but it doesn't look like it has been kept up.



Mural on alley side of a building

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The back alleys, particularly on the east side of 101st Street are in very bad shape. There are many hiding places and the image is very poor. There were a number of people that we ran into in the back alleys and some had to be helped as they were in bad shape.



Back alley on 101st Street showing poor image



Back alley sign related to public urination

4.4 Territoriality

Territoriality is the concept of creating/fostering places that are adopted by legitimate users of the space (i.e. take ownership), making it less likely that people who do not belong will engage in criminal or nuisance behaviour at that location.

One of the participants asked the question “What would make me want to come down here?” What would make visitors, residents, families, and others want to come and visit the downtown study area? The other question is what would make the residents of North Battleford take ownership of their downtown area to the point where they are choosing to come to the area to shop or to work or to have lunch or for a festival? Taking ownership of their downtown means they support the area and businesses in it but it also means they feel and are safe in the downtown area. Central Park is a space that residents could connect with.



Interior of Central Park



Looking east at Central park

4.6 Activity Support

Activity support is the concept of filling the area with legitimate users (by facilitating or directly scheduling activities or events, so illegitimate users will leave. Places and facilities that are underused can become trouble spots.

The City of North Battleford will need to develop the areas that can facilitate the activity support that will facilitate the legitimate users in the area. The new Downtown plan will need to establish policies and programs that will support these uses in the downtown. Policies and programs that support the redevelopment of Central Park will be critical to improving the downtown.

Central Park, with the adjacent Library, is an underdeveloped gem in the centre of the downtown and could be developed into a festival space, a family friendly park, and a restful oasis in the city centre. This park space could be one spark in changing residents’ views of the downtown.

4.7 Movement Predictors

Movement predictors are elements of the built environment and landscaping that force potential victims to take a certain route. Providing obvious alternative routes reduces the ability of potential attackers to predict an individual's route. Isolates and limited routes are examples of movement predictors.

There are a few movement predictors in the study area but they are mainly related to spaces between buildings or the back alleys. There are many parking lots that are adjacent to connect to back lanes and streets. These are areas that most people should stay out of. It makes it difficult though if this is public or work related parking.

The City needs to develop a parking plan that is clear and fair to residents, visitors, and other users of the area. Businesses that use the city parking lots for work related or work vehicle parking is not the best use of property. Either rent out the property to the business or take it back and develop it for downtown parking. Pay parking should also be reviewed to see if charging for parking would be detrimental to downtown visits. It may be that other developments need to happen first to increase the draw to the downtown.



Panorama picture showing parking lots at the end of 101st Street including the liquor store and two lots in front of the RCMP depot. The parking lot with all the police vehicles is actually a civic parking lot.

4.6 Conflicting User Groups

The principle of conflicting user groups refers to identifying and easing the conflicts between diverse user groups in an area. In this case the conflict may arise with different users trying to use the same space for different activities.

It appears that there are conflicting user groups in the downtown. There are the residents, shoppers, businesses, workers, and others that support the downtown on a consistent basis. There is also a group of street involved or vulnerable people that wander or gather on the streets. Some of these people are involved in drugs or alcohol and some panhandling and others are down on their luck and just trying to survive. Some people find it hard to tell the difference and assume that everyone is up to no good.

This will probably be one of the most difficult principles to address. It means that there are the social services needed to address some of the issues that people experience. It also means that the social serving organizations will need to work together towards a common goal. According to the RCMP report alcohol is a huge factor in many of the crimes and incivilities that occur in the downtown. Dealing with these issues will automatically help reduce crime occurrences and increase perceptions of safety.

4.7 Connectivity and Culture

Connectivity refers to the social and physical interactions and relationships external to the site itself. It recognizes that any given place should not operate in isolation from surrounding neighbourhoods and/or areas.

Culture is also known as “placemaking”, which involves artistic, musical, sports, or other local cultural events to bring people together in time and purpose. Community memorials, public murals, and other cultural features enhance this principal and contribute to the cohesiveness of the area.



H.D. McPhail Park memorial

The City of North Battleford’s downtown should be a destination centre. The new downtown plan should help develop a new culture that promotes the arts, wellbeing, and cohesion among members of a diverse city and supports a positive shift in culture in the downtown. This area is a link between the east and west side of the city and should establish a great destination in the city’s heart that will engage the community.

4.7 Cohesion

Cohesion is the supportive relationships and interactions between all users of a place to support and maintain a sense of safety. Design can enhance the opportunity for positive social cohesion by providing physical places where this can occur, such as activity rooms, park gazebos, or multi-purpose rooms in schools and community centers.

The new downtown plan will be one way to increase cohesion in the downtown as well as the city as a whole. Spaces that facilitate people meeting and getting to know each other in a safe space will help increase and maintain cohesion in the community.

It was clear during the safety audit and reflected in the conversations with participants and civic staff that there are a number of groups in the city that need to work together but do not, for whatever reason. There also appears to be some bad feelings and potentially some racism based on the verbal challenge experienced while conducting the safety audit. The person felt we were just looking for a way to clear out all the poor people and that no one cared for these people or for aboriginal residents. This person was very angry and a rational explanation is that this might be a long standing complaint. More input would be needed to confirm or deny this.

It will be critical, moving forward, that the City of North Battleford engage both official aboriginal groups, aboriginal residents, as well as other segments of the population if it is to have total buy in for this new downtown plan. If all these groups don't move forward together to address the long standing social issues then all the built environmental changes in the world won't produce the needed changes for the city.

5.0 Recommendations

- 5.1 That the RCMP work with the City of North Battleford and other stakeholders to apply the information in the RCMP's report North Battleford 2015 Community Safety Audit: A look at crime distribution within the CPTED defined area to develop a Safe Growth strategy for the city.
- 5.2 That prolific offenders and high crime sites be reviewed for more detailed information.
- 5.3 That a CPTED mini workshop be conducted for other community members and stakeholders if subsequent safety audits are undertaken.
- 5.4 That a specific safety audit be conducted on Central Park to identify specific issues and include the community and other stakeholders in a redesign of the park.
- 5.5 That Central Park be redeveloped in consultation with community stakeholders.
- 5.6 That the fountain in Central Park be redeveloped or taken out immediately.
- 5.7 That an additional safety audit be conducted on H.D. McPhail Park to address the safety issues in greater detail and allow for inclusion of the community and other stakeholders.
- 5.8 That aboriginal groups, other segments of the population that have not been heard, and other service providers be included in the development of a Safe Growth Strategy for the City.
- 5.9 That a comprehensive and cohesive signage and wayfinding plan be developed for the downtown area.
- 5.10 That a comprehensive review of property in the study area be conducted by the bylaw officers to ensure buy in from all property owners.
- 5.11 That the City and the Business Improvement District research an incentive program for the improvement of building facades in the downtown area or review any existing programs.
- 5.12 That the City and the Business Improvement District research programs and/or projects that will help reduce the alcoves in building on the front street and in the back alleys to reduce hiding places in the downtown.

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- 5.13 That the City and the Business Improvement District consider a onetime cleanup of downtown area back alleys and use it as an educational tool to encourage businesses to continue clean and tidy back alleys.
- 5.14 That the City and the Business Improvement District work together to establish an urban design plan for the downtown area that would include benches, landscaping, bike racks, and other amenities.
- 5.15 That more festivals and community activities are encouraged for the downtown area.
- 5.16 That an gateway into the city be designed for the south end of the downtown area. The gateway should include signage, plantings, and wayfinding.
- 5.17 That the City work with businesses involved in the sale or serving of alcohol to ensure overserving, fighting, and other inappropriate activity is reduced around their establishments.
- 5.18 That downtown building maintenance and repair incentive programs be reviewed and revised or new ones developed.
- 5.19 That the City encourage the development of a public art program for the downtown area.
- 5.20 That the City invest in the downtown's infrastructure such as streets and sidewalks.
- 5.21 That security cameras and convex mirrors be encouraged only in areas that prove to be difficult to manage any other way.
- 5.22 That once the downtown plan is adopted and projects/programs have been implemented that the City and the Business Improvement District consider a marketing campaign that finishes the statement, "I should come downtown because....."
- 5.23 That a policy for updating the downtown parking lots so that they do not remain surface parking lots for an excessive amount of time but are developed. This would include landscape guidelines to ensure the surface parking lots contribute to the downtown visually and contribute to a positive image for the area.
- 5.24 That the City consider pay parking in the city surface parking lots.
- 5.25 That the City lease out parking lots to businesses or organizations that are currently using the Surface parking lots as their own.

6.0

Attachments

- 6.1 Principles of Crime Prevention Through Environmental Design
- 6.2 Daytime Safety Audit Summary and Additional and Separate Notes
- 6.3 Nighttime Safety Audit Summary and Additional and Separate Notes

Attachment 6.1

Principles of Crime Prevention Through Environmental Design (CPTED):

Natural Surveillance: is the concept of putting “eyes on the street”, making a place unattractive for potential illegitimate behavior. Street design, landscaping, lighting and site design (i.e. neighbourhood layout) all influence the potential for natural surveillance.

Access Control: is controlling who goes in and out of a neighbourhood, park, building, etc. Access control includes creating a sense of “turf”, for legitimate users, while focusing on formal and informal entry and exit points.

Image: is the appearance of a place and how this is instrumental in creating a sense of place or territory for legitimate users of the space. A place that does not appear to be maintained or cared for may indicate to criminals that the place will not be defended and criminal activity in the area will be tolerated.

Territoriality: is the concept of creating and fostering places that are adopted by the legitimate users of the space (i.e. take ownership), making it less likely for people who do not belong to engage in criminal or nuisance behavior at that location.

Conflicting User Groups: refers to instances where different user groups may conflict (e.g. a school near industrial development or a seniors centre near a nightclub). Careful consideration of compatible land uses can minimize potential conflicts between groups.

Activity Support: is the concept of filling an area with legitimate users (by facilitating or directly scheduling activities or events) so potential offenders cannot offend with impunity. Places and facilities that are underused can become locations with the potential for criminal activity.

Crime Generators: are activity nodes that may generate crime. For example, a 24 hour convenience or liquor store may not be a problem in itself but where it is located in the community may cause conflict or unforeseen secondary activity. The location of some land uses is critical to ensuring an activity does not increase the opportunities for crime to occur or reduce users and residents perceptions of their safety in the area.

Land Use Mix: is the concept that diversity in land uses can be a contributor or detractor for crime opportunities. Separating land uses (i.e. residential) from each other can create places that are unused during certain times of the day.

Movement Predictors: force people, especially pedestrians and cyclists, along a particular route or path, without providing obvious alternative escape routes or strategies for safety. Potential attackers can predict where persons will end up once they are on a certain path (e.g. a pedestrian tunnel or walkway).

Displacement: can be positive or negative so it is critical to understand how crime may move in time or space and what the impact may be. In general, the displacement that must be considered is:

Negative displacement – crime movement makes things worse;

Diffusion of benefits – displacement can reduce the overall number of crimes more widely than expected;

Positive displacement – opportunities for crime are intentionally displaced which minimizes the impact of the crime.

Cohesion: is the supportive relationships and interactions between all users of a place to support and maintain a sense of safety. Though not a specific urban design function, design can enhance the opportunity for positive social cohesion by providing physical places where this can occur, such as activity rooms, park gazebos, or multi-purpose rooms in schools and community centers. In some cases property owners or building managers can provide opportunities for social programming. This will increase the ability of local residents or users of a space to positively address issues as they arise.

Connectivity: refers to the social and physical interactions and relationships external to the site itself. It recognizes that any given place should not operate in isolation from surrounding neighbourhoods and/or areas. Features such as walkways and roadways connecting a particular land use to the surrounding neighbourhoods and/or areas can accomplish this. Features such as centrally located community centers or program offices can also encourage activities to enhance this.

Capacity: is the ability for any given space or neighbourhood to support its intended use. For example, excessive quantities of similar land uses in too small an area, such as abandoned buildings or bars, can create opportunities for crime. When a place is functioning either over or under capacity, it can be detrimental to neighbourhood safety.

Culture: is the overall makeup and expression of the users of a place. Also known as “placemaking”, it involves artistic, musical, sports, or other local cultural events to bring people together in time and purpose. Physical designs that can encourage this include public multi-purpose facilities, sports facilities, and areas that local artists and musicians might use. Community memorials, public murals, and other cultural features also enhance this. These features create a unique context of the environment and help determine the design principles and policies that best support the well being of all user groups and contribute to their cohesiveness.

North Battleford Downtown Study Area Safety Audit Summary

Audit Area: North Battleford Downtown Study Area

Date: Thursday, August 13, 2015

Time: 3:00 – 5:00 PM

20 Participants

Description of Audit Group:

Size of audit group - 12

Age

- 6 out of 20 (30%) were between the ages of 20 and 29.
- 5 out of 20 (25%) were between the ages of 30 and 49.
- 6 out of 20 (30%) were between the ages of 50 and 69.
- 1 was between the ages of 70 and 79 and 1 unidentified.

Sex

- 9 out of 20 (45%) were men. 4 (20%) were women and 7 (35%) did not identify

Aboriginal Status

- None identified as Aboriginal.

Affiliation

- 3 out of 20 (15%) were affiliated with the Business Improvement District or a business owner.
- 3 out of 20 (15%) were affiliated with a non-profit
- 4 out of 20 (20%) were residents.
- 4 out of 20 (20%) were affiliated with the City of North Battleford.
- 2 out of 20 (10%) were RCMP members.
- 1 worked downtown
- 3 were unidentified.

General Impressions:

- City areas feel old and forgotten
- South end poorly kept, would have issues with safety perception when entering downtown from this end
- Lighting good, good visibility, safe in open areas - behind church, hiding spaces
- Overall, needs filling too many parking lots.
- Potential
- Park good space, quiet, some issue with shrubs, feels safer behind church than beside especially around fountain

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- Park a bit dark even in day, empty pool, bike racks look ideal for theft.
Turns me off
- There is a gradual change of tree & tree care
- North end better than south end.
- Daytime safe, night not safe
- Mixture of business & leisure.
- There are places to hide in the area.
- Needs maintenance
- Many run down, unsightly areas, but great parks
- Nice but not spectacular.
- Weeds, some garbage,.
- Fountain is in terrible shape
- Lots of neglect
- Some locations safe & inviting, other areas crumbled & in need of repair
- Dirty, empty stores

Words that describe area

- Old, forgotten, lack of attention, disjointed, no flow
- Trying, neglect (south end & alley ways), potential, incompatible uses
- Open, greenspace, pleasant, kids, maintained.
- Dirty, empty, needs repair, dated, boring
- Green, relaxing
- Lots of hidden areas
- Neglected, bland
- Dilapidated, unkempt, run-down, vacant
- Central park
- Peaceful, spacious, well treed
- Could be nice but needs work
- Green, flowers, broken, run-down, no draw
- Quiet, serene, untidy, underused, potential
- Mess, repair needed, pride (lack of)
- North - neater, upgraded
- South - uncared for
- Rundown
- Greenspace with little activity

Lighting:

- 13 out of 20 (65%) described the lighting in area to be good or satisfactory. 3 (15%) indicated it was poor and 4 did not answer.
- 9 out of 20 (45%) indicated light was not even, 4 (20%) say lighting is even and 7 (35%) did not respond.
- 9 of 20 (45%) could identify a face 25 paces away, 3 (15%) could not and 8 (40%) did not respond.
- 7 out of 20 (35%) knew who to contact about lighting issues, 3 did not and 9 (45%) did not respond.
- 13 out of 20 (65%) say lighting is obscured by trees or bushes or did not respond, 7 out of 20 (35%) indicated lighting was not obscured.

Comments

- Lighting in daytime hours, no concerns.
- Night time, several areas of concern - parks, alleyways, behind buildings

Signage:

- 8 out of 20 (40%) described signage in area to be good or satisfactory. 4 (20%) described signage in area to be poor or very poor.
- 11 out of 20 (55%) indicated there was signage to identify area location. 9 (45%) indicated there was no nearby signage or did not answer.
- 5 out of 20 (25%) indicated there was no emergency assistance signage. 7 (35%) indicated there was and there were 8 non responses.

Comments (signs that should be added)

- Entry sign to downtown on south end
- Façade, downtown entrance
- Several no signs (across from City Hall 1202 101st)
- No sign on Railway Ave that the RCMP station is downtown
- No loitering
- Downtown signs noting services/business on what street
- Wheelchair signs visible from street!
- Business signage
- Signs should all be complete
- Some locations are without signage
- More entrance to downtown signs at south end

Sightlines:

- 8 out of 20 (40%) indicated generally they could see clearly up ahead, 8 (40%) said they could not or only somewhat, and 4 did not respond.
- All indicated there were places where someone could be hiding such as: walls, hill, shrubs and/or bushes.

What Would Make it Easier to See

- Trimmed bushes (13) 65%
- Vehicles moved (3) 15%
- Security mirrors (2) 10%
- Transparent building materials

Comments

- Parking lots near RCMP
- Lighting behind Beejays at night

People in area

- All indicated there would likely be few to no people in the area during the early morning hours.
- The majority indicated there would likely be several to many people in the area during day.
- The majority indicated there would likely be few people in the area during the evening.
- The majority indicated there would likely be few to no people in the area during the late night hours after 10pm.
- 10 out of 20 (50%) indicated it was not easy to predict when people would be in the area, 5 (25%) said it would be easy and there were 5 non responses.
- 7 out of 20 (35%) said they were not sure or there is monitoring in the area and 5 (25%) say no but 8 did not respond.

Isolation:

- The majority indicated there were areas where a call for help could not be heard such as: the park and south end of the study area.
- 9 out of 20 (45%) indicated they did not know the nearest location of an emergency service. 2 (10%) indicated emergency service could be located at the RCMP depot.
- 9 out of 20 (45%) said they could not see a telephone or sign directing a person to emergency assistance, 5 (25%) said there were and 6 did not respond.
- 6 out of 20 (30%) indicated the area was patrolled, 2 say the area is not patrolled and 12 (60%) say they don't know or did not respond.
- 7 out of 20 (35%) don't know how often it is patrolled, 2 (10%) say it is patrolled hourly and 11 (55%) did not respond.

Comments

- Some business owners - yes.

City of North Battleford Downtown Study Area Safety Audit Report

- Generally no
- RCMP & CSO patrols
- Saw signage at library there was surveillance
- Not that I'm aware of some business might have private ones (surveillance).

Movement Predictors:

- 11 of 20 (55%) indicated a person's movement was somewhat obvious or easy to predict, 4 say there is no way of knowing and 4 did not respond.
- 7 out of 20 (35%) indicated there were well-lit alternative routes, 3 say there are not and 10 did not respond.
- 7 out of 20 (35%) indicated they could tell what was at the other end of path, 6 (30%) say no or only sometimes, and 7 (35%) did not respond.
- 14 of 20 (70%) indicated there were corners or places where someone could hide and 6 did not respond.

Possible Entrapment Sites:

- The hiding areas included:
 - Behind Beejays (2)
 - Behind church
 - Behind Koopmans
 - In alleys on 10th, 11th, & 12th (2)
 - Areas on 101st and 102nd Street
 - Some lanes
 - Behind bushes/hedges
- The group indicated unlocked utility sheds, garbage bins, alleys, recessed doorways, and laneways were confined areas where you would be hidden from view.

Escape Routes:

- 13 of 20 (65%) indicated that it would be easy for an offender to disappear.
- 7 out of 20 (35%) indicated area was fairly open due to the grid design, 5 (25%) said no or they did not know and 8 (40%) did not respond.

Comments

- Alley and park entrances act as exits.
- Openings between buildings are good.
- Several parking lots allow exit from the street.

Nearby Land Uses:

- Residential houses
- Downtown Core
- Offices
- Busy traffic
- Parking lots (many)
- Stores/Retail
- Parks
- Restaurants
- Heavily treed/wooded area

Impression

- 10 out of 20 (50%) indicated they could not identify the owners of nearby land.
- 11 of 20 (55%) indicated their impression of nearby land use was poor to very poor, 2 felt it was satisfactory and 8 (40%) did not respond.
- General impression is good in the north part of the area and poor in the south.

Maintenance:

- The majority indicated the maintenance of area was poor or very poor. The north end is generally good and the south poor.
- 12 out of 20 (60%) indicated there was litter lying around.
- 9 out of 20 (45%) indicated they knew whom maintenance concerns should be reported to, 6 (30%) don't know and 4 did not respond.
- 8 of the 20 (40%) indicated they did not know how long repairs generally took, 5 (25%) say more than 3 weeks, 3 (15%) say 1-3 weeks, and 4 (20%) did not respond.

Factors That Makes the Place More Human:

- 8 of 20 (40%) indicated the area was cared for, 7 (35%) say no and 5 did not respond.
- 9 of 20 (45%) indicated the area felt abandoned, 4 said no it did not feel abandoned, and 7 did not respond.
- Most indicated there was graffiti vandalism in area.
- 13 out of 20 (65%) indicated there were no racists or sexist slogans, signs or image on walls and 7 did not respond.
- 11 out of 20 (55%) indicated there were signs of vandalism, 3 said there were not and 6 did not respond.

Comments

- Better maintenance by businesses.
- Restore or develop vacant (dilapidated) property/buildings.
- Improve facades.
- Parks are cared for.
- Sidewalks in poor shape.
- Lanes in poor shape.

Overall Design:

- 11 out of 20 (55%) indicated the overall design of area poor, 4 (20%) say it is satisfactory, and 5 did not respond.

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- 7 out of 20 (35%) indicated it would be easy to find their way around if they were not familiar with area, 6 (30%) say no or it depends, and 7 (35%) did not respond.
- 8 out of 20 (40%) indicated the area does not make sense, and 5 (25%) indicated it did make sense.
- 5 of 20 (25%) felt the area was too spread out, 8 (40%) felt it was fine and 7 (35%) did not respond.

Comments

- What would draw me here?
- Street signs are good.
- Too many mixed uses.
- Need better signage in the north
- Too many parking lots.
- Improve signage.
- Improve façade consistency.

Improvements:

- Only bike racks I saw were at the library. Encourage other forms of transportation
- Many parking lots.
- More family friendly areas
- Improved lighting & landscaping
- Clean up store fronts & parking lots
- Vacant buildings filled or destroyed & replaced
- Sidewalk & roads repaired
- Vacant/dilapidated buildings - remove or restore.
- Need a plan for complacent land owners. How to approach place like Linda's Pawn, Travelodge, Keg Room, BATC buildings very bland and do not look used
- Hedges block park when on sidewalk
- Repair sidewalk, no benches on 101st, fill parking lots of businesses open late (restaurant)
- Updated façades
- Working fountain or replace if outdoor space
- More use of buildings - use vacant space
- Sidewalks - some are SHIT
- Obviously would like to see more vibrant business district & more activities to bring people downtown - a good mix.
- Foliage trimmed, grass cut, weeds sprayed
- Clean-up mostly
- Land/Business owners taking some pride in the appearance of their business
- Benches needed - 101st & 102nd St
- With Bargain Shop gone we need groceries for those who don't have vehicles

Recommendations

- New landscaping Master Plan
- Meet with "BID" to discuss vision for downtown
Improved lighting

City of North Battleford Downtown Study Area Safety Audit Report

- Beautification projects
- Areas for seating & garbage
- Maybe closing off some portion of downtown to traffic
- more murals/art work
- Talk to CV about improvements to their property - increased maintenance
- Graffiti removed
- Trash/debris removed
- Fountain in park - need plan
- Remove shrubs around library, remove hedge at library park, lighting in library park
- Alleyways need more attention to clean up - it may be property owners responsibility, but someone needs to do the work
- South end needs entry sign to draw people into downtown
- Downtown should have zoning to keep facades within a certain theme
- Downtown patrols need to be more proactive to move along loitering/into people
- Deal with over serving issues at liquor establishments
- Community drug/alcohol issues - not sure what the answer is
- Fountain in library park, empty, safety issues
- Fountain should be removed if not running
- Garbage
- Continue holding events in park
- Feature the park, remove bushes
- More lit areas
- Better foot traffic at night to ward off unwanted people
- Build consistency or only allow certain types of use of land
- No – Bingo
- No - pawnshops
- A good mix of businesses is a good thing. Would be nice to have a design plan/colour plan etc. to make area more cohesive.
- More fines for on compliance. More foot patrols by law enforcement.
- We have too many out of province slumlords that don't care about our city.
- See attached word document
- Make building owners more responsible for the tidiness & upkeep of their properties.
- Extensive clean up
- Celebrating the properties that are well kept
- Don't wait to repair sidewalks or pavement for an overall plan. Fix it up - beautification helps gain respect & trust

Additional Safety Audit Form Notes

North Battleford Downtown - 3:00-5:00 pm

(these notes correspond to the Excel file audit summary form. #1 on this file is the same person as #1 on Excel file).

1. Lanes

- overgrown, uneven pavement
- ugly back off buildings
- seems entrapping
- feels unsafe
- dark
- there are lights (on poles)
- almost one aboriginal sitting on streets/drunk? intimidating?
- So much parking & parking lots

Parking

- Limits on public parking
- Enforcement is not happening if so!
- Public on street parking is okay could be enforced
- Why so money liquor/off sale stores close together
- Travelodge seems to support criminals, crime.
- Traffic seems to be going fast on "Ryl Ave"
- "signs entering to downtown"
- Building behind BeeJ's super ugly and to friendship centre - looks abandoned, forgotten outside storage unkempt.
- I would not want to stay in this area

Park

Like

- So much potential with fountain
- nice tall trees
- decent sightlines
- shady
- decent lighting
- Library seems comfy - seems used (people around)
- tons potential for events

Don't Like

- shrubs near street & around fountain
- could use more sidewalk, connectivity
- no seating! (besides few picnic table)
- ugly tin back of church
- sidewalk & park are disconnected cause of shrubs
- maybe use more lights

City of North Battleford Downtown Study Area Safety Audit Report

100th Street

Like (positives)

- safe
- Park - visibility ok
- Memorial????

Don't Like (negatives)

- need more restaurants
- why nothing open after 5 besides alcohol establishments
- loud
- Memorial Park - why is driving lanes in park, not pedestrian - seems

101st Street - Positives

- nice hanging flowers
- lots of signs

101st Street - Negatives

- Bingo hall_ smells, alcohol
- very unsafe
- illegitimate uses
- BTC - ugly, looks unsafe
- smaller trees
- pull garbage bins/overflow
- graffiti
- ugly facades, business signs
- Abandoned building for sales signs (Craig's)

2. Central Park

- kids playing
- crushed liquor bottle
- sparse/old shrubs full of weeds around fountain
- kids talking???, parents hanging out
- park has church & library backing onto it
- can see new landscaping
- big/old Masore trees
- lots of lush grass
- lots of burn marks in benches
- weeds
- beautiful flower beds
- barrels with flowers
- hedges block view from sidewalk
- trees need good cleaning in canopies

City of North Battleford Downtown Study Area Safety Audit Report

- lots of old landscaping
- Minute Muffler lots of abandoned cars
- sidewalks in disrepair
- CN doesn't take care of their yard
- Lots of overgrown weeds
- bars (run down)
- Linda's Pawn shop - old & grubby
- Broken Billiards - chains missing
- big parking lot open no landscaping
- boarded up widows
- no esthetic applied
- no consistency with signage
- lots of empty buildings
- Jack's Barbershop worn down
- weeds in shrubs by city parking lots
- melted????? lights

Streetscapes

- realty
- legion
- funeral services
- furniture
- cell
- post office
- hairdressing
- blue rental
- clean landscaping behind shear perfection
- empty businesses
- freedom skate & snow
- concreted over tree wells
- debris build up from trees on sidewalk
- MP office

McPhail Park

- lots of weeds
- garbage in bushes
- overgrown plant MA???
- beautiful flower beds
- lots of hiding spots
- new benching
- Christmas wreath still on display

City of North Battleford Downtown Study Area Safety Audit Report

City Hall

- peeling paint
- old landscape
- weeds
- weeds in sidewalk
- old rusty railings

City Centre Mall

- not really a mall
- overflowing garbage bins

3. Fountain Area

- old fountain eye sore - more seating at fountain ??
- park clean, well lit, trees trimmed, good sightlines, people/kids playing, quiet
- Night - bushes around library could have people
- Cigarette butts at library
- hedges lining library park - poor visibility into park when walking on sidewalks - steps become a feature if hedges removed
- no signage for park
- overgrowth of shrubs in park creates hiding spots and lack of beauty
- dead branches on tree tops
- businesses through downtown generally M-F T-S, reduces use in evenings/weekends
- retail good for downtown to extend hours and visitors - not enough

McPhail Park

- poor sightlines for trees/shrubs overgrown, alcohol bottle/cigarette wrappers in edges of park in poorly visible areas

City Hall

- building poor aesthetics
- overgrown shrubs at city hall parking lot

City Centre Mall

- inaccurate name - not a mall
- mixed used to downtown don't jive retail yes, banks yes, office yes, food yes, health centre no, social services no, bingo no, trades training no

Other

- Battle River Treaty 6 buildings poor aesthetics
- 12th & 101st - often loitering, smoking along buildings
- vacant buildings between 12th - 11th 101st poorly kept
- loitering at vacant buildings

City of North Battleford Downtown Study Area Safety Audit Report

- 101st/11th Ave - Beaver, Court House, Liquor Store, RCMP, pawn shop, key room, vacant building, banks (busy concern but draws wrong crowd loitering at bands - creates safety concerns)
- parking lots beside Keg room - garbage
- south end downtown gives no reason to enter downtown generally, lighthouse, empty parking lot, poorly kept CN rail, Travelodge, Keg Room - would question safety to enter downtown at an area that is poorly kept
- Lighthouse garden - taking space back
- 10th Ave - Railway- 103rd Street neglected
- back alleys - garbage, dilapidated buildings
- no benches throughout downtown

4. Use of business

- hours of operation
- parking lots
- vacant lots
- vacant buildings
- most businesses close at 5 except on Thursday evening

Howdy McPhail Park

- paths into trees & bushes
- litters - take outs cups
- no lighting except in winter - Xmas lights (at centetaph)

Map - south section

Dragon Palace - bad activity

Planter looks nice but it give hiding places (oil parking lot)

- Security at Scotiabank is a good thing
- auditorium parking lot
- poor signage
- no indicator of where RCMP are - no services, wide open & unattractive
- park area behind Lighthouse is maintained by Lighthouse & fine option people

102 Friendship Centre

- large vacant lot
- unattractive/uninviting
- industrial

- backlane
- accessing rooftops from dumpster etc
- gang tags

City of North Battleford Downtown Study Area Safety Audit Report

5. Park

- good sightlines, cedars around fountain, no sightlines from 101 into park
- shade
- picnic benches
- downtown business area
- fountain is minus
- along 101st - beautiful flowers, stonework similar to ???, cobblestone broken

Library

- bike racks, none on other end

100th Street

- sidewalk is a little rough
- Legion - not pretty, just brick
- street lights??
- park - lots of bushes

101st Street

- poor signage working on street
- very few business to drive people downtown
- very little food
- pawn shops
- busy street
- b/w railway & 11th - nice street lights
- Happy Inn - ugly

Railway

- gravel lot - parking - no maintenance - no life
- weeds
- Lighthouse - Comm. Garden great addition to Lighthouse

CMHA

- garbage

6. Library Park

- young family enjoying park, "locals" on bench were lit (Sun), some areas unable to see (due to bushes) (mid walkway)

Behind Church

- garbage
- 4 light posts visible
- hidden areas by stairwell/park table behind church
- bushes & trees around fountain could be hiding area

City of North Battleford Downtown Study Area Safety Audit Report

Fountain

- hiding hazard in fountain
- safety hazard,
- create operational fountain
- redo shrubbery (high canopy or very low)

Park Steps

- Safety hazard
- shrubs along wall too high
- no sightlines
- love the flowers

In front Library

- some people on benches
- good sightlines into park except around fountain
- a few lights (5 visible)
- shrubs
- way too overgrown in front of library - needs to be trimmed

13th Ave & 100th

- Freedom & Legion may attract evening traffic
- great park area "commercial downtown mainly 9-5
- lots of area for hide out
- unsafe at night
- I would feel safe at day tall trees need to be trimmed up
- aesthetically pleasing flowers
- no visible lights

City Hall

- 12th Ave - 101 St - planter across CIBC spot for people to hide
- parking in lot OK - fence
- walking at night past trees - no good
- BRT 6 doesn't fit my idea of downtown however services vital for ??? ??? OK downtown
- Bingo downtown - No
- No consistency between businesses - empty storefronts invite squatters

11th Ave - 101 St

- old Craig's building invite squatters, look empty, vacant, uninviting.

10 Ave - 101

- old CN/bus stop issue/eyesore (new CN ??? at tracks, unsafe, unkempt yard , ugly
- Lighthouse ???? to Lighthouse

City of North Battleford Downtown Study Area Safety Audit Report

Railway & 102

- Unkempt lot (Travel)
- sightlines good
- very transient/commercial
- no reasons to stop & stay

Behind BJs

- garbage on fence line
- storage units are eyesore

103 & 10th

- industrial
- vacant
- uninviting
- unkempt
- abandoned
- BJs storage is gross

Alley behind Scotia

- buildings look unsafe
- garbage
- alley needs gravelling

7. No extra

8. Notes

- hedge on west side of library park blocks view of park from street
- stair entrance on west side of library park - needs repair
- brick sidewalk needs repair
- garbage bins should be placed near benches
- suggestion - major landscape plan
- How can we create more "positive" traffic, legitimate users after 5 o'clock pm
- Memorial Park - 100th St - empty wine bottle & garbage in bushes, Colt 45 bottle cap
- City Hall could use more up keep, weeds growing
- across from CIBC, shrubs & tree, problem with sightlines
- broken window, torn blinds, Food Bank
- very "bland" colours in downtown, not very bright, broken sidewalks & unsightly appearance of businesses
- signage, directing traffic to Allen Sapp Gallery
- back alley behind BMO, very poor shape, embarrassing
- there are a lot of parking lots downtown, is there a better use for all this space?

9. No extra

City of North Battleford Downtown Study Area Safety Audit Report

10. Library Area

- spacious, clean, weed free, well shaded, not many kids

Downtown Area (streetscapes)

- sidewalk unclean (tree branches), (broken concrete, bottle caps, wrappers, broken right ??? ???), park well shaded

City Hall

- very ??, Dragon Palace strange places, parking lot super full, bushes, no matter, hand out for LH clients, nice flowers, garbage full, parking well used, banks & clothes and Bingo - variety but a mess, pawn shops are my highlight, not attractive, liquor store next to police station. Why my job exists, lighthouse locks good but the roof.

11. No extras

12. Streets

- following route
- 14th between buildings "alcove"
- pitted sidewalks
- mixed bus/residential
- Memorial Park nice but lots of hiding areas in bushes, nicely maintained. No lighting? Path to Alley, can't see over hedges (except on epitaph)
- city does a great job with flowers and hanging baskets
- face on some buildings crumbling
- by Fabricland, lots of low bushes
- "Barren" looking in front of CIBC, corner, no trees, no shade
- Burn area, well fenced, good job
- block between 12th Ave & shabby looking buildings, no trees (but planters look great)
- Usually people just hanging around but usually people just hanging around but none today, hate going to bank by myself
- empty businesses, bent parking pots
- some buildings have nice fronts/others are crumbling
- empty old Craig's building
- busy corner by Royal
- pawn shop/liquor store/court house all the area is a mishmash
- the liquor store is so nice
- RCMP/Alan Sapp/this whole area is a combo of poor buildings/nice buildings
- yellow ??? - uck! Travel lodge
- parking lot, by hotel, very scummy
- tracks, scummy
- garbage along railway
- along railway, no trees, old vehicles, garages railway, gravel parking lots, lots of weeks, warehouses - shabby!

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- nice little area carved out by Lighthouse
- behind BJs, fenced lot with barbed wire
- gravel piles
- garbage vacant, broken sidewalk, junk a yard
- storage area falling apart, mini storage
- back lanes, weeds, empty lots, actually not bad
- fairly open
- back alley behind bank, grubby buildings/bathroom area, crumbling buildings, Linda's pawn area very scummy, people resting in alley, rubble
- Speers building, garbage, graffiti, tin sheds with space between, hiding spot
- generally shabby i.e. parking blocks behind bands/piles of rubble
- rolling fences
- garbage/liquor bottles behind Dragon Palace
- Overall impression - Not safe, not appealing

13. No extras

14. No extras

15. Behind Bee J

- fenced area having old wood in the fenced lot
- fence looks like a prison
- the building behind BeeJ is falling apart, siding is falling off, in disrepair
- grass needs to be cut
- road pavement is starting to shale

Alley between 101st & 102nd 1100 block

- dirty
- dark
- enclosed
- rundown
- people slipping
- parking lot falling apart
- need building that are abandoned charge more to try to keep the building occupied

11th Ave & 101st Street

- undeveloped parking lot
- empty building (the old Craig's building)
- close to pawn shop
- sort of grubby store fronts
- sidewalk needs to be fixed

City of North Battleford Downtown Study Area Safety Audit Report

King Street Crossing

- missing ballads/chains
- metal sign (broken) in RCMP parking lot next to the hotel
- dirty, litter
- nice trees, grass
- the old pictures are
- weeds in the garbage
- First Nation ?????

102nd & Railway

- weeds in the parking lot
- poor parking lot
- 102nd sidewalk needs repair
- empty fell
- Lighthouse flash needs repair, parking lot falling apart
- CN property full of weeds

Central Park

- rather open
- cool
- calm
- need to do something with the fountain

16. Library Park

- 3 groups of people enjoying the park (and a cat)
- grounds are well-maintained
- tall shrubs providing hiding areas - not to library & around fountain
- suggestions: a functional fountain with benches encircling it
- steps into the park are lined with tall shrubs - lack of surveillance

1300 balk of 100 St

- real estate
- legion
- empty commercial/residential lot
- park - signage for reporting crime - well maintained flowers
- limited surveillance due to trees/shrubs

1200 block of 101st

- Dragon Palace restaurant
- Catholic Family Services
- City Hall
- CIBC
- parking
- barber

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- spa & nails
- clothing
- Fabricland
- bushes lining street by parking lot

1100 blk 101 Street

- Carousel Bingo/pool hall
- Treaty 6 Health Services
- clothing
- bakery
- banks
- safety courses
- empty buildings with alcoves to hide in

1000 blk 101 Street

- RCMP
- second-hand store
- Keg room traffic outside front door, smokers at night
- liquor store loading bay, homeless panhandling loitering at entrance to LB and on bench

900 blk 102 Street

- Travelodge gravel parking lot
- Lighthouse - community garden in back alley
- Minute Muffler
- cab storefront
- second hand store

900 blk 103 Street

- cracked sidewalk, weeds, litter
- Friendship Center
- auto shop
- storage

1100 blk alley between 101 & 102 St

- dilapidated
- broken windows
- litter
- broken gravel road
- homeless people
- weeds & poorly maintained shed
- graffiti

17. No extra

18. Evening Audit

- standing on sidewalk, the leering eyes from slow passing vehicles, cultural thing?, does not make me feel safe at all like take a picture frick sakes
- very empty downtown after hours....less safe feeling
- closed business
- walk does not feel safe but not because of crime, next to the fast traffic on railway
- the fencing & vacant lots in south downtown are definitely not safe after dark
- why no birds? anywhere
- park (Central) is super bad at dark, super dark & shady - LIGHTING
- park is borderline spooky the existing lighting just give everything a creep glow

19. DAY

- steps
- no ??? around fountain
- stairs by church sketchy
- hedges - limit visibility
- accent sightlines by the parks library, cement tower kind of odd
- indentation at library entrance hiding place
- lots of booze in garbage

Streetscape

- not much, most sidewalks maintained
- inconsistent building setbacks
- WWI memorial, lots of sketchy ??? ???
- liquor store problem area
- railway - ugly, industrial, not a welcoming entrance to downtown
- no signs
- mini storage, terrible
- back alleys - all awful
- no light, unkempt, lots of hiding
- so many vacant businesses downtown
- no personality

NIGHT

101

- dead, no businesses open
- no one on the street

101 & 11th

- wide open, traffic, no pedestrians
- parking lot empty, cars parked on 101 no one around
- gravel lot really uninviting
- liquor store only thing open
- liquor plaza could be nice but so empty, pretty spectacular views

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- mural/engraving on liquor store give nice city ID but is hidden, only city branding on liquor store
- white banners so plain they blend in
- Travelodge feels gross, parking lot

BeeJ's Area

- poor streetscaping, sightlines, good but ugly view, Friendship roof debris
- mini storage, eye sore, broke bottles, weed
- dead zone

102

- dead, no foot traffic, industrial

Central Park

- kind of spooky feeling
- no seats around fountain
- guy huffing in park
- library

20. Like

- picnic benches
- garbage cans
- green
- clean
- pathway
- lights
- trees trimmed

Lighting

- not sure of effectiveness at night, too high?? backside of Third Ave - appears to be secured to prevent loitering, no vegetation to obscure or hide loiterers.

Fountain Area

- To be changed, not usable as is. was a garbage area, bathing, urination area. flower/area above ground fountain with reservoir below? lights patterned
- steps from 101st up to Park can't see into park
- hedge obscures vision into park (remove it), keep flower beds, beautiful

Library

- trees on south side could obscure night time activity
- west side, good visibility & welcoming, easy access in and out
- sidewalks, clean, well maintained

City of North Battleford Downtown Study Area Safety Audit Report

100th St

- look for use, hours of operation, streetscapes
- business fronts, ???, ??? Perfection, Mattel Appraisal, Exec Realty, all nicely maintained, upgraded storefront

McPhail Park

- perimeter trees are nice but catch garbage, provide hiding/party spots, evidence some garbage, broken beer bottle, epitaph lighting? - not sure how adequate to prevent vandalism.
- no garbage cans available except at entrance

101st & 13th South

- City Hall frontage, railings, sidewalks, needs repair, upgrading
- storefronts - some signage nice & inviting, other nonexistent or so small can't see
- vacant bldgs not up kept
- so many different usages, not good flow
- graffiti on BTC Health bldg
- garbage cans need replacing
- undeveloped parking lot (RBC), dirty & gravelled, needs upgrade, development

LBS

- center of Capri Hotel & Beaver Hotel hangout for drinking/loitering

Railway

- CN properly, requires maintenance, parking lot Capri, no inviting, never loos good
- Railway Ave east & 101 & 102nd - area too wide open, dirty looking, lack of signage inviting anyone her
- Lighthouse, development in back alley, looks awesome, has helped with preventing drinking & drug use hangouts, beautification works to improve respect to area
- BeeJ old storage building, compound, needs cleaning, still looks to harbour bad activity
- Koopman's storage compound, not clean, fencing is ugly & barrack like, sidewalk not clean, weeds, looks abandoned
- back alley, between 101st & 102nd from 11th to 12th horrible, 12th Ave , pavement, totally needs repair.

Separate Notes

North Battleford Downtown - 3:00-5:00 pm

(these notes are separate from any individual safety audit form)

21. RCMP - Parking

- parking is not enforced - so its diff to free up spaces

CN

- tsk, tsk - no maintenance

The Lighthouse

- feels abandoned - chainlink fence with barbed wire
- weird digital sign
- crappy, crappy sidewalks
- Lighthouse garden - cool idea, but super shady spot
- outskirts of downtown - sketch
- lots of barbed wire fence
- broken beer bottles/needles/buildings not maintained
- mini storage in door rental

100th St

- Memorial Park, McPhail Park
- looks nice in the daytime
- ??? pretty dark at night
- hiding spots in shrubs, but ??? look nice

101st St, City Hall

- Across the street - City Centre Mall, Catholic Family Services
- streets, sidewalks are clean
- parking lots - trees, I might have a problem parking her at night
- storefront - Battleford River Treaty 6 seems vacant
- lots of "vacant" looking buildings
- nice street signs (NB)
- seems busier, more active as you get down the street
- 11th & 101st - heritage building - vacant, people hang out - more ped feel uncomfortable
- happens all the time
- bus not open to people hand around vacant parking lot - could be a nice view

Fountain (Library)

- why is there no water in it
- seems pleasant enough
- lights/ but diff to tell in daylight
- useless fountain & plaque - graffiti, big trees/shad

City of North Battleford Downtown Study Area Safety Audit Report

- nice landscaping is poor around fountain

Library

- cig butts
- look a little unkempt
- nice clock tower
- looks lighted/hard to tell during daylight
- nice benches, garbage cans out front
- weird hiding spaces in the front
- weird hiding spaces on the north side

Steps

- looks grand - leads to the greenspace - people are using the stairs

Park Space

- nice big trees/shade
- picnic tables
- random/ugly barrel garbage can
- no rhyme no reason to the picnic table placement

22. 100th St - Streetscape

- it seems to be balanced
- park area mixed with commercial
- some residential
- seems to be ample parking, Central/100st
- no litter
- well maintained!

101st

- blocked parking area with shrubs

Railway

- not developed
- needs improvement

23. Library Park

- not my consideration of child safe even during day
- at night - dark as a pitch at night
- street people - inebriated/loitering even during the day
- Today there were 2 families - 2 mothers with their children I was surprised - but the 2 mothers were watching the old foundation now hazard

McPhail Park

- never considered it a park for any activity only for memorial reasons to honor & to use for Memorial Day Nov 11th & the Legion mostly across from it

Carousel Bingo Hall

- detrimental
- food bank wrong place

24. Park

- different design if having fountain from street level can't see into park or be seen from park
- lighting visible
- most activity library - in and out
- not much lighting near library entrance
- lots of broken bricks in landscape in front of library could be safety issue

Streetscape

- perhaps more lighting
- beside on monument

South of 12th on 101st

- corner Dragon Palace, active but not necessarily good active

City Parking Lot

- 1202 - no outside signage
- variety of business & number of empty buildings

Liquor Store Area

Railway Yard

- rundown
- poor first impression
- no street people
- nice area behind Lighthouse
- taking back a space for clients

Friendship Centre Area

- rundown
- depressing
- clean
- isolated
- natural burglar ladder in some back alley's

North Battleford Downtown Study Area Safety Audit Summary

Audit Area: North Battleford Downtown Study Area

Date: Thursday, August 13, 2015

Time: 7:00 – 9:00 PM

14 Participants

Description of Audit Group:

Size of audit group - 12

Age

- 1 out of 14 (7%) was between the ages of 10 and 14
- 1 out of 14 (7%) was between the ages of 15 and 19
- 4 out of 14 (28%) were between the ages of 20 and 29.
- 6 out of 14 (43%) were between the ages of 30 and 49.
- 2 out of 14 (14%) were between the ages of 50 and 69.
- 1 out of 14 (7%) was between the ages of 70 and 79 and 1 unidentified.

Sex

- 5 out of 14 (36%) were men. 8 (57%) were women and 1 did not identify

Aboriginal Status

- None identified as Aboriginal.

Affiliation

- 1 out of 14 (7%) were affiliated with the Business Improvement District or a business owner.
- 2 out of 14 (14%) were affiliated with a non-profit
- 3 out of 14 (21%) were residents.
- 1 out of 14 (7%) were affiliated with the City of North Battleford.
- 1 out of 14 (7%) were RCMP members.
- 2 (14%) are students
- 1 (7%) works downtown
- 3 (21%) were unidentified.

General Impressions:

- No one really cares
- Depressing
- I do not like to come to fountain
- Not bad
- Quiet, not many people. Most shops closed, empty buildings
- Quiet
- Lots to do

Words that describe area

- Abandoned, don't care, apathetic
- Run-down, not maintained
- Disrepair, not welcoming, scary at night, poor traffic, empty
- Open, clean
- Quiet, unattractive, under used
- Drivers?
- Distorted, run down, good greenspace
- Old, empty, no catch basins

Lighting:

- 8 out of 14 (57%) described the lighting in area to be good or satisfactory. 2 (14%) indicated it was poor and 4 did not answer.
- 4 out of 14 (28%) indicated light was not even, 5 (36%) say lighting is even and 5 (36%) did not respond.
- 4 of 14 (28%) could identify a face 25 paces away, 1 (7%) could not and 9 (64%) did not respond.
- 6 out of 14 (43%) knew who to contact about lighting issues, 1 did not and 7 (50%) did not respond.
- 1 out of 14 (7%) say lighting is obscured by trees or bushes or did not respond, 5 out of 14 (36%) indicated lighting was not obscured and 8 (57%) did not respond
- Sidewalks were seen to be lit well and alleys/walkways/entrances/signs were lit adequately.

Comments

- Some places are lit up & some are not
- Could use some nice looking lights to improve the area
- Light rays are not even. There is a sun, moon & stars
- Because there is areas where there is shadows
- Lamps along roads & in parks

Signage:

- 3 out of 14 (21%) described signage in area to be very good or satisfactory. 5 (36%) described signage in area to be poor or very poor and 6 no (43%) responses.
- 8 out of 14 (57%) indicated there was signage to identify area location. 6 (43%) indicated there was no nearby signage or did not answer.
- 3 out of 14 (21%) indicated there was no emergency assistance signage. 6 (43%) indicated there was and there were 4 non responses.

Comments (signs that should be added)

- Ones that buildings need to add; when open, what they do even who they are.
- Can't tell what all buildings are used for
- It would be nice to have
- No loitering

Sightlines:

City of North Battleford Downtown Study Area Safety Audit Report

- 8 out of 14 (57%) indicated generally they could see clearly up ahead, 1 (7%) said they could not or only somewhat, and 5 did not respond.
- Most indicated there were places where someone could be hiding such as: walls, tall hedges, shrubs and/or bushes, alcoves and doorways in front of businesses, behind buildings and bins, and there are overgrown areas.

What Would Make it Easier to See

- Trimmed bushes (6)
- Vehicles moved (4)
- Transparent building materials
- Security mirrors
- Angled corners

Comments

- Parking lots near RCMP
- Lighting behind Beejay at night

People in area

- 5 (36%) indicated there would likely be few to no people in the area during the early morning hours, 4 (28%) said there were many, and 5 (36%) non responses.
- 50% indicated there would likely be several to many people in the area during day.
- The majority indicated there would likely be few people in the area during the evening.
- The majority indicated there would likely be few to no people in the area during the late night hours after 10 pm.
- 8 out of 14 (57%) indicated it was easy to predict when people would be in the area and there were 6 non responses.
- 5 out of 14 (36%) said they were not sure or there is no monitoring in the area and 2 (14%) say there is monitoring but 7 (50%) did not respond.

Isolation:

- 6 of 14 (43%) indicated they did not know how far away the nearest person was, 1 said 1-2 blocks, and 6 did not respond.
- 5 out of 14 (36%) indicated they did not know the nearest location of an emergency service. 2 (14%) indicated emergency service could be located at the RCMP depot and 7 did not respond
- 3 out of 14 (21%) said they could not see a telephone or sign directing a person to emergency assistance, 5 (36%) said there were and 6 did not respond.
- 5 out of 14 (36%) indicated the area was patrolled, 1 said the area is not patrolled and 8 (57%) say they don't know or did not respond.
- 2 out of 14 (14%) don't know how often it is patrolled, 3 (21%) say it is patrolled a couple times a day and 9 (64%) did not respond.

Comments

- Some days more and some days less (patrols)

Movement Predictors:

- 7 of 14 (50%) indicated a person's movement was somewhat obvious or easy to predict, 1 said there is no way of knowing and 6 did not respond.
- 5 out of 14 (36%) indicated there were well-lit alternative routes, 4 say there are not and 5 did not respond.
- 7 out of 14 (50%) indicated they could tell what was at the other end of path, 1 (7%) said no or only sometimes, and 6 did not respond.
- 7 of 14 (50%) indicated there were corners or places where someone could hide and 6 did not respond.

Possible Entrapment Sites:

The hiding areas included:

- Between garbage bins (10)
- Alley or laneway (7)
- Recessed doorway (5)
- Construction site

Escape Routes:

- 9 of 14 (64%) indicated that it would be easy for an offender to disappear.
- 5 out of 14 (36%) indicated area was fairly open, 3 (21%) said no or they did not know and 4 (28%) did not respond.

Comments

- Different alleys
- Missing building walk ways
- Some areas fenced off, some open areas between buildings

Nearby Land Uses:

- Residential houses
- Downtown Core
- Offices
- Busy traffic
- Parking lots (many)
- Stores/Retail
- Parks
- Restaurants
- Heavily treed/wooded area
- Unoccupied buildings

Impression

- 7 out of 14 (50%) indicated they could not identify the owners of nearby land, 2 could and 5 did not respond.
- 6 of 14 (43%) indicated their impression of nearby land use was poor to very poor, 3 felt it was satisfactory and 5 (36%) did not respond.
- General impression is good in the north part of the area and poor in the south.

Maintenance:

- The majority indicated the maintenance of area was poor or very poor. The north end is generally good and the south poor.
- 4 out of 14 (28%) indicated there was litter lying around, 3 say no and 7 did not respond.
- 5 out of 14 (36%) indicated they knew whom maintenance concerns should be reported to, 3 (21%) don't know and 6 did not respond.
- 5 of the 14 (36%) indicated they did not know how long repairs generally took, 2 (14%) say more than 3 weeks, 2 say 1-3 weeks, and 5 did not respond.

Factors That Makes the Place More Human:

- 7 of 14 (50%) indicated the area is not cared for, 1 (7%) says it is and 4 did not respond..
- 9 of 14 (64%) indicated the area felt abandoned and 5 did not respond.
- 4 of 14 (28%) indicated there was graffiti vandalism in area, 4 (28%) indicated not and 4 did not respond.
- 8 out of 14 (57%) indicated there were no racist or sexist slogans, signs or image on walls and 6 did not respond.
- 8 out of 14 (57%) indicated there were signs of vandalism, 1 said there were not and 5 did not respond.

Comments

- New building materials - like sheet metal on walls
- Very neutral colors

Overall Design:

- 7 out of 14 (50%) indicated the overall design of area poor, 2 (14%) say it is satisfactory, and 5 did not respond.
- 3 out of 14 (21%) indicated it would be easy to find their way around if they were not familiar with area, 6 (42%) say no or it depends, and 5 (36%) did not respond.
- 8 out of 14 (57%) indicated the area does not makes sense, and 5 (36%) did not respond.
- 5 of 14 (36%) felt the area was too spread out, 2 (14%) felt it was fine and 7 did not respond.

Comments

- Confusing number of levels at the park

Improvements:

- More art, colour, activities etc. downtown
- More shops/cafes/pharmacies, etc. downtown
- Development of a shopping corridor
- Drainage & pavements
- Building maintenance & rehab
- Encourage investments into city

Recommendations

- No bingo hall
- Regular monitor of abandoned buildings

Additional Safety Audit Form Notes

North Battleford Downtown - 5:00-7:00 pm

(these notes correspond to the Excel file audit summary form. #1 on this file is the same person as #1 on Excel file)

25. Going down 101st between 11 & 12

- very little traffic
- a lot of buildings in disrepair
- tacky advertising
- no foot traffic
- no enough good business

Intersection 11th & 101st

- traffic lights
 - no turn signals when busy
 - lots of back up traffic
 - no defined lanes
- at night, do not like to bank at ATMs here

By LBS

- going west on S Railway onto 100th is a bad road. Traffic always moves either too fast or slow. Curve going around has same blind spot. CN yard is right across can cause noise and is unsightly
- ground is relative clean
- signage is poor
- a lot of parking lots are weedy, dirty
- south railway between 101 & 102
- a lot of unkempt lots
- a lot of weeds
- no foot traffic
- sidewalk broken

900 Block of 103rd

- buildings are in a bad state
- sidewalks are in bad shape
- lots of weeds

100 block of ???

- a little more tidy
- seems very shabby
- decorative light standards would improve the look

City of North Battleford Downtown Study Area Safety Audit Report

Back alley between 101 - 102

- poor lighting
- scary

Central Park

- more attractive lighting
- more garbage cans that are decorative
- fountain needs to be working
- need to clean up the trees

26. 102nd Facing Rly Ave

- Travelodge parking lot is barren & looks like wasted space
- Lighthouse garden yard is a great adjustment that makes the city look more inviting
- Central Park has a lot of potential! It could be a great place for families but it's usually occupied by a lot of homeless people.
- Adjustments & security = massive upgrade & more inviting/welcoming to fellow citizens & travellers

Downtown

- Looks a tad grungy with broken up, bad paint, sidewalks. although the liquor store is around the area & sometimes the audience coming from there can make you question safety
- At night time once, I have seen sexual interactions out in public down the block
- in the liquor store parking lot it I'm too personally come & sit in the car I still lock the doors because people will sometimes bug you.

27. Behind Minute Muffler

- fire hazard
- garbage unlocked

Storage Building

- looks deserted
- lots of garbage

Lifetime

- entrapment area
- no lighting

RCMP Buildings

- no signage on the back

City of North Battleford Downtown Study Area Safety Audit Report

Central Park

- lighting
- lots of hiding spots
- fountain in disrepair
- All garbage cans full

28.

- 101 Street - vacant shops 4-5
- 10 minutes at liquor store very busy parking lot
- Minute Muffler - 10-12 bags of garbage
- barb wire around all fences
- 9th Ave - 11th - weeds, ????
- trees/bushes need maintenance

Library Park

- well lit in daytime
- fountain needs to be removed
- shrubs need maintenance
- library entrance, very busy street, easy for people to hide
- library steps need upkeep

100th Street

- sidewalk needs to be more user friendly
- rollerblades too many bumps
- good sightlines

101st 12th Ave

- Dragon Palace
- planter across from CIBC needs cleaning up, plants old
- 5-6 vacant buildings
- pawn shop
- Lifetime Fitness corner of 102nd & Railway open, dirty, industrial
- weeds
- 101st alley
- Linda's pawn

29. 101st

- vacant shops, most closed
- uneven store fronts (some shops set back farther)
- no restaurants
- large empty parking lot by liquor store
- minimal lighting in parking lot
- Bingo Hall open, people outside smoking
- shops not very colourful/attractive

City of North Battleford Downtown Study Area Safety Audit Report

- lots of cars parking on street - not many people out

Liquor Store

- Quiet, busy people in & out often. No benches - good
- nice looking building, large windows
- RCMP building set far back
- two large parking lots, one in front of RCMP paved, nice. Only for RCMP - lots of cars there. 2nd parking lot beside RCMP not paved, lots of big trucks, would feel unsafe, poor lighting RCMP building doesn't seem like a "draw" to downtown, like a shop/cafe/restaurant would
- another parking lot west of liquor store, not many vehicle, unpaved, unsightly, can see cameras outside of liquor store.

Lighthouse

- +++ garbage behind Minute Muffler piled up
- nice community garden
- building cared for
- nice wood cap on cement
- open parking lot
- area enclosed, unattractive
- ?abandoned building bordering garden
- cameras outside
- no artwork
- lots of garbage along chainlink fence by BeeJ's
- large store building in middle of block? all fenced off
- yellow/green old cars, RVs, wood, tires inside fence all locked off
- cars parked in front of Beejs & Minute Muffler appear unorganized

103rd

- siding falling off building across from Koopmans
- impinging on sidewalk
- unattractive
- large weeds
- no traffic or pedestrians
- broken beer bottle glass
- Bourassa front entrance not well visualized
- area clean
- gym has 24 hr access
- not many garbage cans around

City of North Battleford Downtown Study Area Safety Audit Report

102nd

10th Ave

- trees overgrown
- shadows
- blocks in parking lot
- TSEC building, rocks all over sidewalk
- building impressive
- RCMP building unlabelled, unable to access from back? or not easily accessed, minimal signage at side of building

13th Ave

- South Vietnam building abandoned, ugly pigeons, back alley gross, stinks, person sitting by dumpster, garbage around dumpster
- BMO - maintained, two old sheds by BMO parking lot, 4-5 parking lots in a row, back alley doesn't look as bad looking back, did not know about needle drop off, large trees overgrown right by bin

101st

- not all buildings have signs out

Library Park

- ground uneven
- hard to run away if needed
- fountain unused
- activities in park?

30. 101st

- people sitting in front of stores
- not as busy as afternoon - 7 pm
- don't feel unsafe but don't feel there is anything to draw me down here
- no bike racks or benches

Railway & 102nd

- poorly maintained
- barren

Railway

- north end, nice landscaping

103rd

- open lots - unsightly
- mounds of dirt by Friendship Centre
- quiet
- BJs storage building - outside in BAD shape, grass not cut on this side, but grass cut on Koopman

City of North Battleford Downtown Study Area Safety Audit Report

102nd

- racks all over ground at BATC Education
- no greenery
- lots of cars sitting in front of businesses, could people be hiding

Central Park

- no one around
- Central focus (foundation) is run down and not the great central feature it could be
- still good views through the dark as dusk comes

31. No extra

32. No extra

33. Downtown

- not many people around
- don't like the vibe it gives off
- a lot of traffic makes me feel tense more city like
- better if it was more calming

Liquor Store (left side)

- calming
- pretty

Liquor Store (right side)

- loud
- rundownish

- Travelodge makes me feel uneasy
- Lighthouse looks better/more respected
- don't want to walk down Koopman's area
- needs green around back of RCMP
- clean sidewalks (rocks) behind RCMP
- BMO parking fences needs repairing, always looks unkempt (tree overgrown)
- Central Park is very well kept
- It is open and clear and calm

34. Downtown (North Battleford, SK)

- bland
- void of life
- vacancies
- undeveloped
- bad varieties

City of North Battleford Downtown Study Area Safety Audit Report

Police Station Area

- crowded parking lots & completely empty ones
- liquor store is Lighthouse clients popular hangout

Library Area

- has possibilities
- nice shaded
- very open
- foundation area could use some work
- the homeless occupy it

35. 101st

- There is no consistent pattern, plan on 101st St, where banks are, in forms of building design, color etc.
- Hanging flowers are very nice, almost look out of place
- abandoned buildings really stand out, broken windows, run down
- "Chip in" crew, sits on corner of 11th Ave & 101st, pool their money to buy alcohol, drink it close to liquor store and fights often occur that RCMP are called in

Liquor Store

- is the nicest building in the downtown area
- 2 liquor stores across street from each other, why?
- CN property is very poor, detrimental to downtown
- BeeJs front - railway Ave is nice, back - very poor condition on north side of fence, old buildings behind BeeJs are a real eyesore
- broken sidewalk 10th Ave - 102nd to 103rd St
- Treaty 6 Education Building gravel has spilled onto sidewalk
- a few businesses on 102nd St have "no public washroom" sign, must be a problem with people wandering in and asking What could be done to deal differently with this?
- could we increase RCMP/Community Safety Officer patrols in the areas where we know intoxicated people are loitering, e.g. back alley behind Scotiabank, Community Garden, Lighthouse, a little isolated to encourage "community" to use

36. By burned down Bargain Shop & 1100 Block

- some of the buildings should be demolished or have major renos, no consistency in how buildings look
- old Craig's building; looks abandoned & needs
- corner of 101st & 11th has lots of vehicles traffic & little to no foot traffic
- nothing to draw people to downtown
- corner of 101st & 11th Ave, good visibility able to see surrounding (across from RBC tower)

City of North Battleford Downtown Study Area Safety Audit Report

Benches on west side of LBS (facing south railway)

- somewhat peaceful, interrupted by the odd vehicle noise, quite beautiful around west side with flowers, trees & antique light posts
- can see the CNR building which looks tired and old, needs a face lift
- can see Royal bank tower, for lease sign looks unsightly because it's been there FOREVER
- LBS parking lot constantly has cars & is busy
- on east side of LBS, RCMP station is a good location
- debris in all visible parking lots from weeds to tree leave, dirt, looks unkempt
- weeds coming up around the bases of trees
- feel relatively safe because of all the people (customers to LBS) around

Railway Ave & 102nd

- smells weird
- lots of weeds in the yards around
- CN grounds, lots of weeds
- behind Lighthouse - well cared for area, attractive

Across from Koopman's

- building across the street needs major fixing
- add a mural
- boulevards unkempt
- not so safe feeling
- seems someone may jump out from the building either on top or from side

Beside Lifetime Fitness

- well kept
- yard beside it is cold feeling, uninviting
- except unmowed boulevard
- sidewalk across from the Lifetime very cracked, weedy

BETC Building

- rocks all over sidewalk
- flowerbeds have rocks
- dark areas, easy to hide
- no signage on back of RCMP
- this block seems very unwelcoming & has an industrial feel
- needs different lights, decorative ones, some garbage cans, benches
- chainlink fence is uninviting (by Crown Cab)

City of North Battleford Downtown Study Area Safety Audit Report

Back alley behind Scotia

- scary dark, narrow, too many drinking & hiding spots
- overgrown trees
- The city needs to start penalizing out of town investors that have bought our downtown buildings; change bylaws that will force them to make major upgrade to the outside & inside within a year and have tenants within a 13 month period. We need to take back our city and start coming up with bylaws to force those who have just bought property to try to make a fast \$. Maybe come up with a reward system for those who do upgrades & upkeep

Central Park

- is a beautiful space but has been worn out
- the fountain needs to be operations, trees need to be trimmed
- need more garbage cans

Downtown

- needs places to eat for the people who work there

South Vietnam Building

- ??? gone put in a nice park area, al place for people who work downtown to start having a place to rest or east their bag lunch

37. Downtown

- It's well lit and the sidewalks are wide (which is good).
- There are a lot of sketchy looking people and I wouldn't feel safe by myself but with a friend I feel fine.
- Lots of vehicle traffic.
- It feels like a lot of people leave during the night.
- It's spooky
- Scotiabank has security at the corner

By the Liquor Store

- I hate it here even in the car waiting for my parents I feel nervous.
- The police station is for enough I don't think they could help...
- They have really nice park benches and lovely flowers, but I would NEVER sit here. I want to but I don't trust being right next to the liquor store. I don't know who I'll run into. If the store was any but a liquor store, I'd love to come here. The scenery is lovely, the paths are nice, but I am scared of the people here.

By the Travelodge

- Feels isolated and lonely, the lampposts look as if they wouldn't light up the sidewalk at all. Not a lot of trees for flowers.

City of North Battleford Downtown Study Area Safety Audit Report

Lighthouse

- Isolated but a very very lovely garden. It has a camera and a nice safe feel about it

On the road behind

- This place is ugly and unkempt. Very, very isolated; little traffic 3 lights on one side of the street. I would hate walking past someone on the street.

102nd Street

- Lots of street lights
- buildings are pushed out
- most buildings are unlabelled
- no flowers or greenery
- lots of rocks on the ground and weeds

Alleyway

- dark & looming
- long isolated
- scary
- broken everything
- windows with bars, never a good sign
- vandalism
- abandon buildings

Library Park

- lawn is cut and green
- lots of trees and flowers
- lovely paths
- weak lights, meant for the day
- wide open and free
- by the library - makes me feel safe

38. Liquor Store Area

- Lots of traffic in and out of the store
- Lots of northbound traffic into downtown
- very good view around
- under developed; maybe some kind of recreational facility could be developed or a park

Koopman Auto

- West property looks "not inviting", turned off, to the whole neighbourhood

Good Comments

- from one participant that, no corner closer

City of North Battleford Downtown Study Area Safety Audit Report

Central Park

- Amazing park!
- Lots of opening - feels safe
- Fountain not working
- No public/people at this time (8:55 pm)

Separate Notes

North Battleford Downtown - 7:00 - 9:00 pm

(these notes are separate from any individual safety audit form)

39.

- No street trees/apart from RCMP & liquor store area

Liquor Store

- very busy parking lot
- nice store
- landscaping in front of buildings unkempt
- benches & very nice little park to the west of the store

Travelodge

- parking lot fronting the main strip - railway - not inviting

BJ's

- nice paved parking lot - nice landscaping, inviting
- east side - barbed wire lot - not sure what it is...

Mushroom Bldg Street

- needs street trees - there is nothing green

40. Downtown

Like

- great potential - many vacant buildings that could be repurposed
- clean sightlines
- many "problems" wooded areas have been removed
- great greenspace
- floral features are nice

Dislike

- too many run down/uncared for buildings
- not many businesses open in the evening

41. 1100 block 101 St

- buildings could use general maintenance - fresh paint sidewalks cracked
- 3+ vacant buildings
- boarded up windows
- minimal foot traffic
- there is 24 hour security guard at Scotiabank

City of North Battleford Downtown Study Area Safety Audit Report

1000 block 101 St

- well lit at night by street lamps
- broken posts along curb form drunk drivers hitting them
- lots of traffic at liquor store - busy parking lot
- benches & garden area west of liquor store - maintained, nice (however I have only seen street people using the benches)
- bushes on north & south side of liquor store - concealment

900 block 101 Street

- Travelodge looks dilapidated
- gravel parking lot next to RCMP lack of territoriality & weeds

900 block 102 St

- gravel parking lot of Travelodge - not much use of it - looks vacant
- Lighthouse shelter - parking lot needs re-paved, stalls need marked
- community garden in back alley
- entrapment area east of Lifetime Fitness

900 block 103 St

- BJ's office supply - garden bed & planter pots
- vacant lot not maintained - debris
- storage building not maintained - needs new siding/re-painted
- weeds in sidewalk cracks

1000 block 102 St

- thick trees surrounding lot at 1002 102 St
- trees for surveillance blocking in Travelodge parking lot
- no markings on east side of police station
- no markings on mushroom shaped building
- walking path has chainlink fence on both sides - no escape

**Appendix B:
Inventory and Streetscape Analysis**



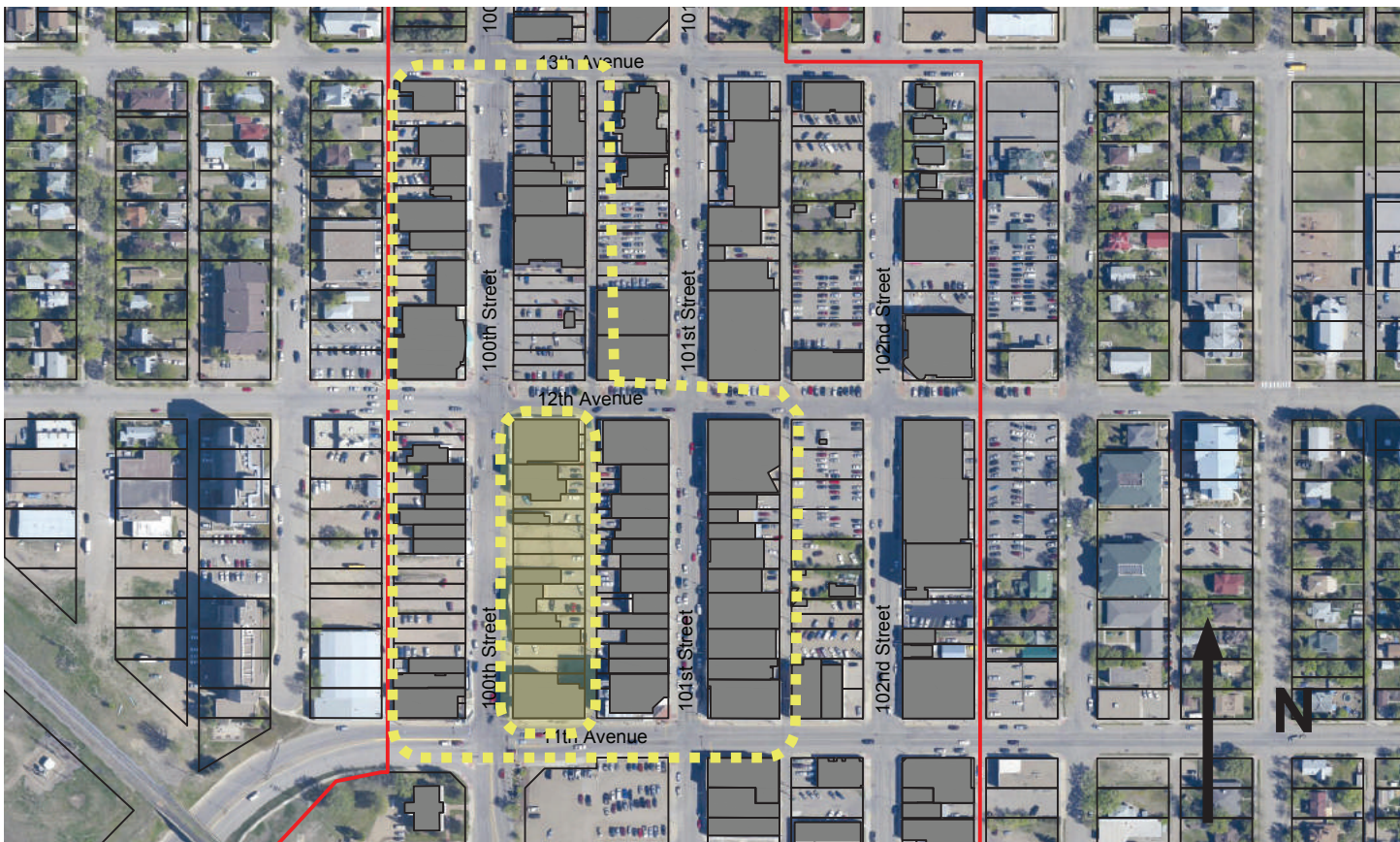
SEPW Architecture Inc.

North Battleford Streetscape Analysis

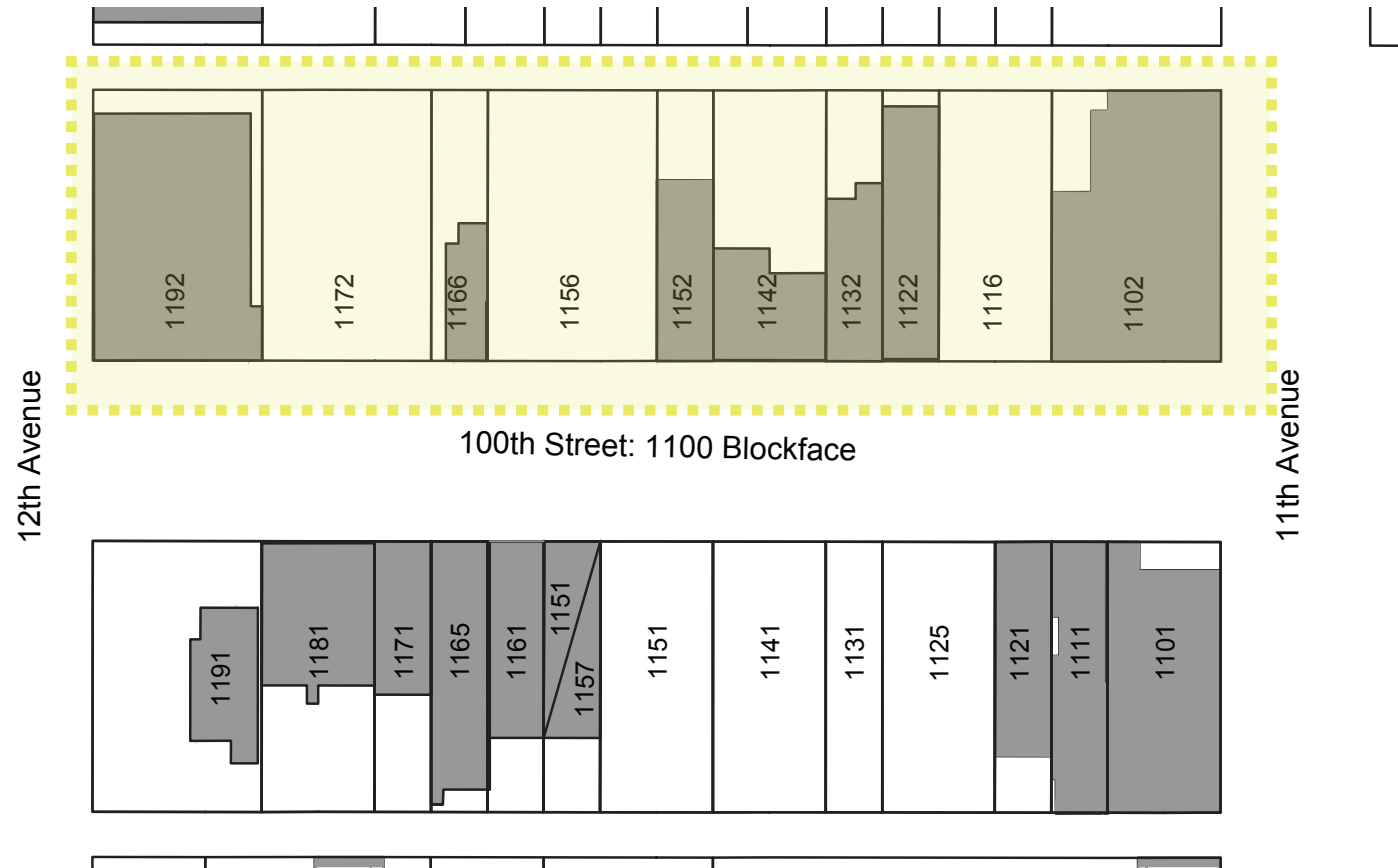
100th Street Blocks 1100 -1200
101st Street Blocks 1100



100th Street 1100 Block EAST
18/06/2015



STUDY LOCATION
not to scale

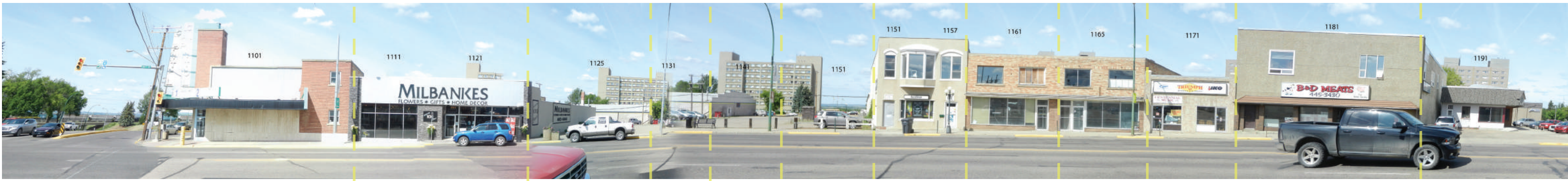


REFERENCE PLAN
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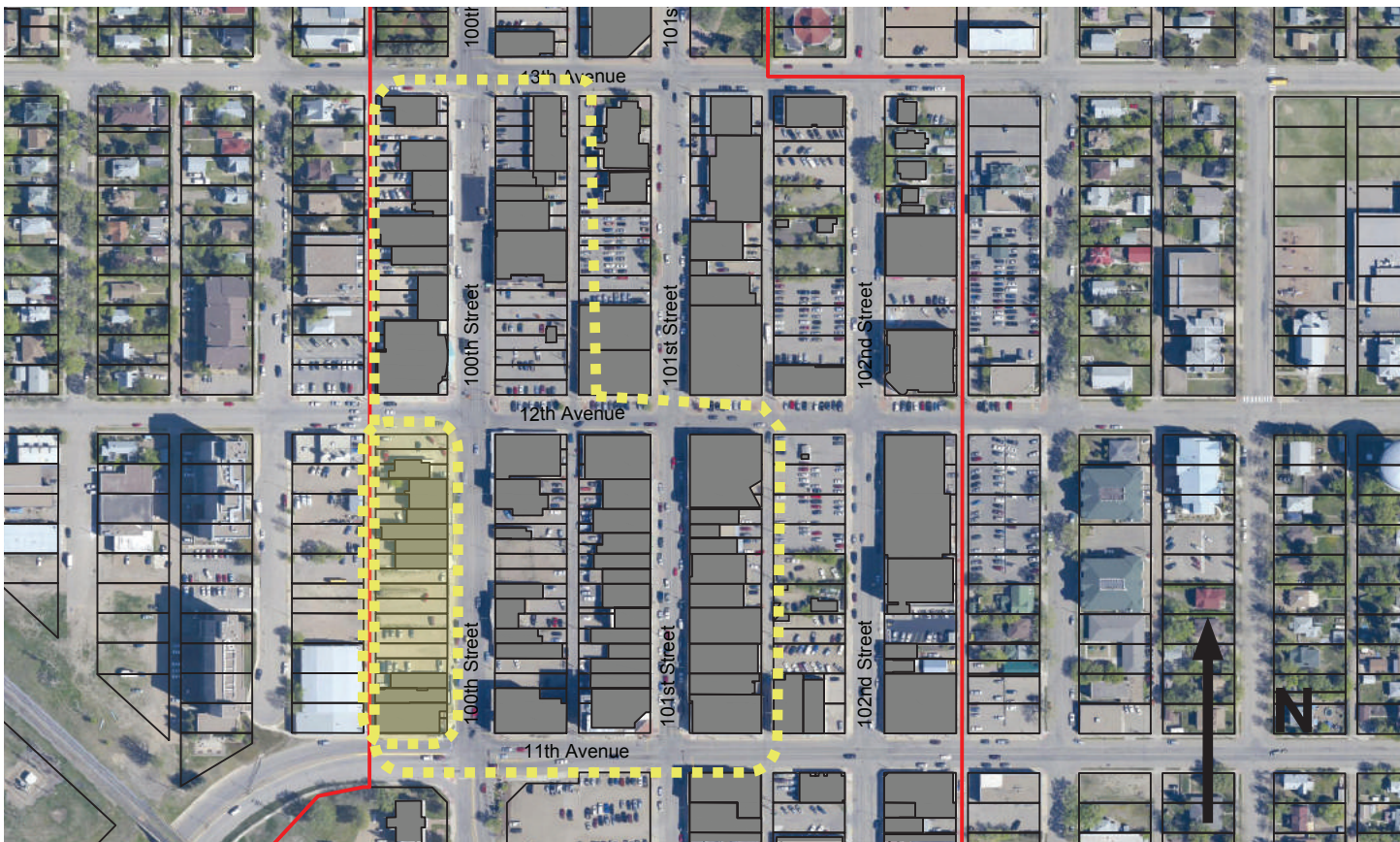


North Battleford Downtown Plan – Building Inventory – June 2015
 SEPW Project No. S-17-2014
 Block No. 1100 – 100th Street – EAST

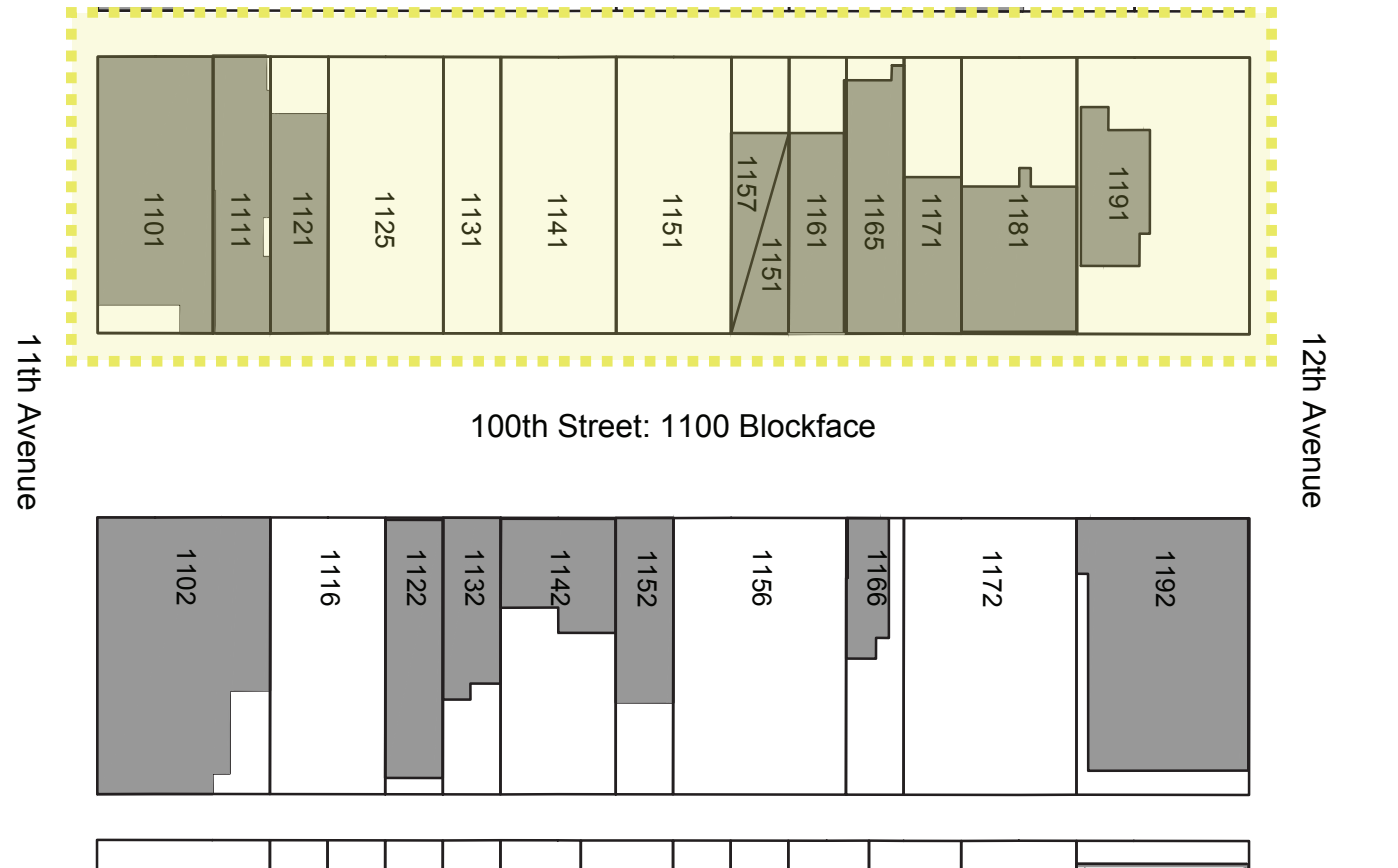
Civic Address	Building/ Lot	Approx. Age	Height in Storeys	Current Occupancy	Approx. Current Vacancy	Heritage Designation	Heritage Significance	Apparent Alterations Since New	General Notes
1102	Building	63	3	Hotel and Cafe	0%	Heritage Interest	Yes Mid Century	New doors on front entry, repainted, metal cladding on the Second and Third floors.	Beaver Hotel / King street Café. The building has Art Deco-Modern brick details, metal siding, detailed (diamond pattern) Concrete Block with a large canopy and articulated brick details on the ground floor. It is potentially barrier free.
1116	Lot	Parking Lot	0						
1122	Building	41	1	Restaurant	0%	no	no		Moon's Kitchen. The building is for sale. The building consists of a stucco plaster façade and concrete block walls. It is not Barrier Free.
1132	Building	105	2	0% (Possible residential)	Assumed 100%	Heritage Interest	Yes, Historic Building	New doors and new glass on windows.	Expressive brick detailing with stone block, original windows, wood cornice, upper cornice and balustrade. Bricks are in need of repairs. Building dates from 1905 and its façade appears to be relatively original. It does not appear to be barrier free.
1142	Building	102	2	Unknown	Assumed 100%	Heritage Interest	Yes, Historic Building	New doors, a mechanical air vent and new glass on windows.	Columns and pediment details in façade with a classic entablature. Previously it could have been a Bank. The stone and brick façade is original.
1152	Building	67	1	100%	0%	Heritage Interest	No – Mid Century	Aluminum doors and windows, possible brickwork on façade.	Beige and brown brick façade. The building is for sale. It does not appear to be of heritage value but is midcentury and has not had lots of modifications.
1156	Lot		0						
1166	Building	63	1	Barber Shop	0%	Heritage Interest	No – Mid Century	New windows.	Barber Shop. Stucco or cement plaster with imbedded gravel façade. Glass block perimeter around entry door. Heritage lost during renovations. Not Barrier Free.
1172	Lot		0						
1192	Building	41	1	Insurance Company	0%	no	no	New siding around door entry.	Faux soldier course concrete block façade. Metal siding on upper portion of canopy. Potential to be barrier free.



100th Street 1100 Block WEST
18/06/2015



STUDY LOCATION
not to scale



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SCALE 1:1000



North Battleford Downtown Plan – Building Inventory – June 2015

SEPW Project No. S-17-2014

Block No. 1100 – 100th Street – WEST

Civic Address	Building/ Lot	Approx. Age	Height in Storeys	Current Occupancy	Approx. Current Vacancy	Heritage Designation	Heritage Significance	Apparent Alterations Since New	General Notes
1101	Building	67	2	Theatre	0%	Heritage Interest, Art Deco	Yes		Capital Theatres, Needs new windows, repair and restoration
1111	Building	87	1	Retail Store, florist		Heritage Interest	no		Refreshed recently with new curtain stone, metal siding and storefront windows. Heritage interest lost through renovations.
1121	Building	52	1	Retail Store, Florist		Heritage Interest	no		Refreshed recently with new curtain stone, metal siding and storefront windows. Heritage interest lost through renovations.
1125	Lot	Parking Lot	0						
1131	Lot	Parking Lot	0						
1141	Lot	Parking Lot	0						
1151	Lot	Parking Lot	0						
1157	Building	108	2	Retail Main/ Residential 2nd	2 nd floor vacant/Main Occupied (50% total)	Heritage Interest	Yes	Archways (brick), painted new as the over windows. The original windows have been replaced with aluminum sliders. Stucco finish and aluminum/steel entry doors.	Older building with facelift in the = +/- 1960's, Current occupancy is a "Rock Shop" on main floor with unknown occupant over. Not barrier free
1161	Building	65	2	Vacant	100%	Heritage Interest	Yes-Mid Century		Former travel office with no present occupancy. Could potentially be barrier free
1165	Building	57	2	Vacant	100%	Heritage Interest	Yes-Mid Century		Former travel office with no present occupancy. Could potentially be barrier free
1171	Building	86	1	2 Retail units	0%	Heritage Interest	Yes-Historic Building	Stucco covering over original brick. Aluminum entries / windows have replaced original	Continental Music / Triumph Roofing Supplies. Not barrier free.
1181	Building	110	1	2 Retail units	0%	Heritage Interest	No	The original façade is gone. Infill windows, stucco cladding on upper floor, architectural fenestration on both levels with newer brick cladding on main. Spanish style roof cladding on overhang over sidewalk. Lit sign cans and stucco clad sides.	B + D Meats. Heritage interest lost through renovations. Not Barrier Free.
1191	Building and Lot	86	1	Parking Lot used	100%	Heritage Interest	No	Windows replaced, shingle mansard roof, brick cladding and garage Doors are filled in.	The building could have originally been a gas station. Its heritage significance has been lost through renovations.

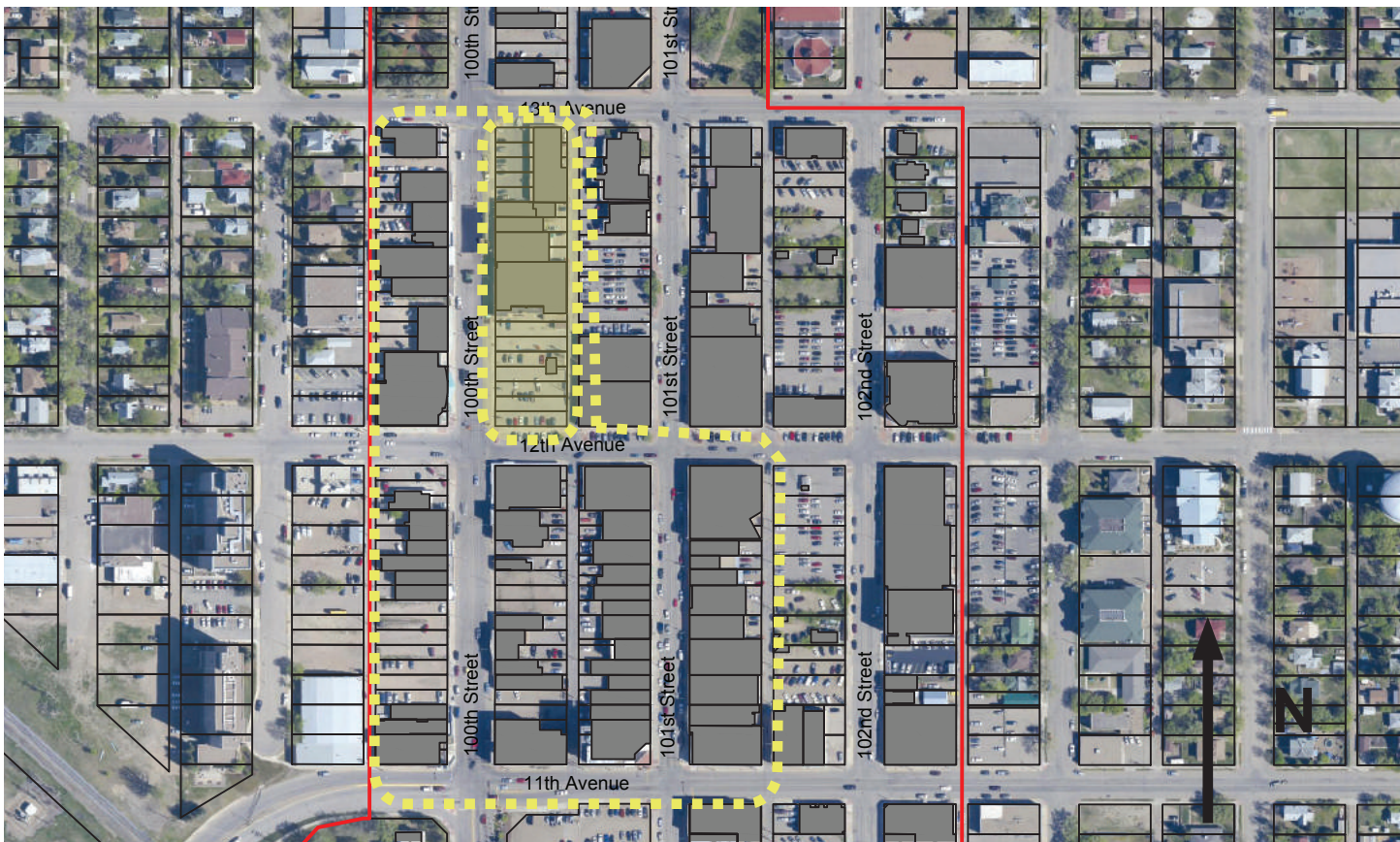
Streetscape Analysis - North Battleford, SK

100th Street - 1100 Block West

June 18th 2015



100th Street 1200 Block EAST
18/06/2015



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not to scale

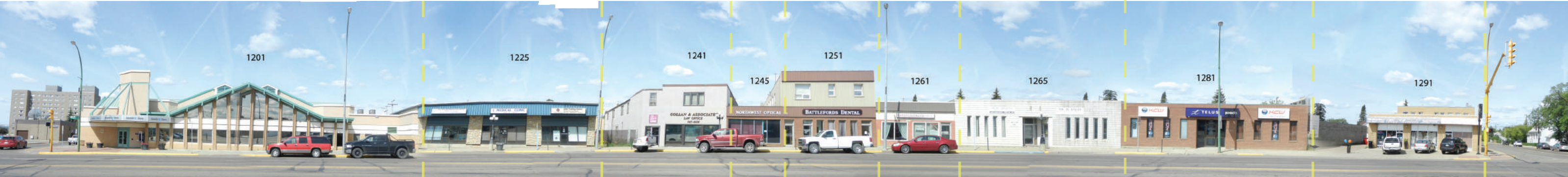


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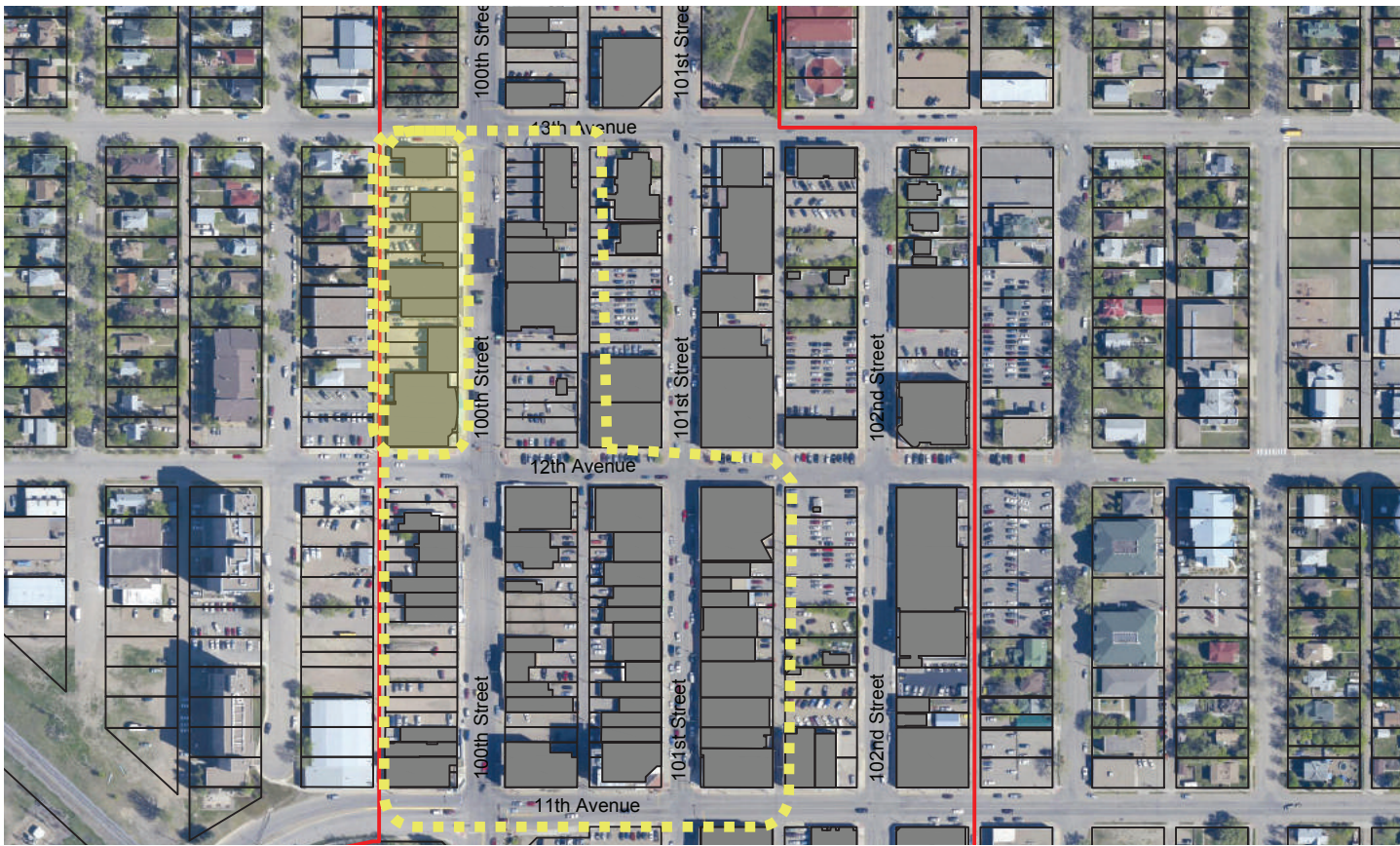


North Battleford Downtown Plan – Building Inventory – June 2015
 SEPW Project No. S-17-2014
 Block No. 1200 – 100th Street – EAST

Civic Address	Building/ Lot	Approx. Age	Height in Storeys	Current Occupancy	Approx. Current Vacancy	Heritage Designation	Heritage Significance	Apparent Alterations Since New	General Notes
1202	Lot With Small Building	NA	1	None	100%	No	No		There is a sign for a farmers market in the parking lot. This could have been a car rental/sales lot.
1232	Building	56	2	Post Office	0%	Heritage Interest	Yes – Mid Century Modern	New Parapet Flashing.	Post Office. Midcentury modern design. Large metal coat of arms (Canada), granite/marble stairs and a stone podium. Well-designed building with aluminum/ steel fenestration and doors. Metal or porcelain panel system with sealant (missing in some areas). Barrier Free Ramp and could potentially be barrier free.
1252	Building	64	1	Thrift Store	0%	No	Yes – Mid Century Modern	New Storefront windows	Interesting Concrete border around storefront windows. Midcentury design. The Brick façade is in decent condition and has a precast concrete parapet. Not barrier Free.
1266	Building	62	1	Furniture Store	0%	No	No	Metal siding, storefront fenestration (aluminum or steel).	Retail. Not barrier free.
1270	Building	62	1	Occupied Unknown	0%	No	No	New stone veneer and metal siding.	Appears to be of the same date and construction as 1266. Not barrier free.
1272	Building	20	1	Mattress Store	0%	No	No		Retail. Large setback with front parking lot. Building breaks continuity of the street wall. Brick and metal siding appears to be original construction. Same as 1282.
1282	Building	20	1	A/V Store	0%	No	No		Retail. Large setback with front parking lot. Building breaks continuity of the street wall. Brick and metal siding appears to be original construction. Same as 1282.



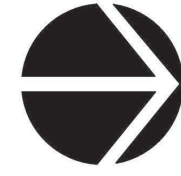
100th Street 1200 Block WEST
18/06/2015



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REFERENCE PLAN
SCALE 1:1000



North Battleford Downtown Plan – Building Inventory – June 2015

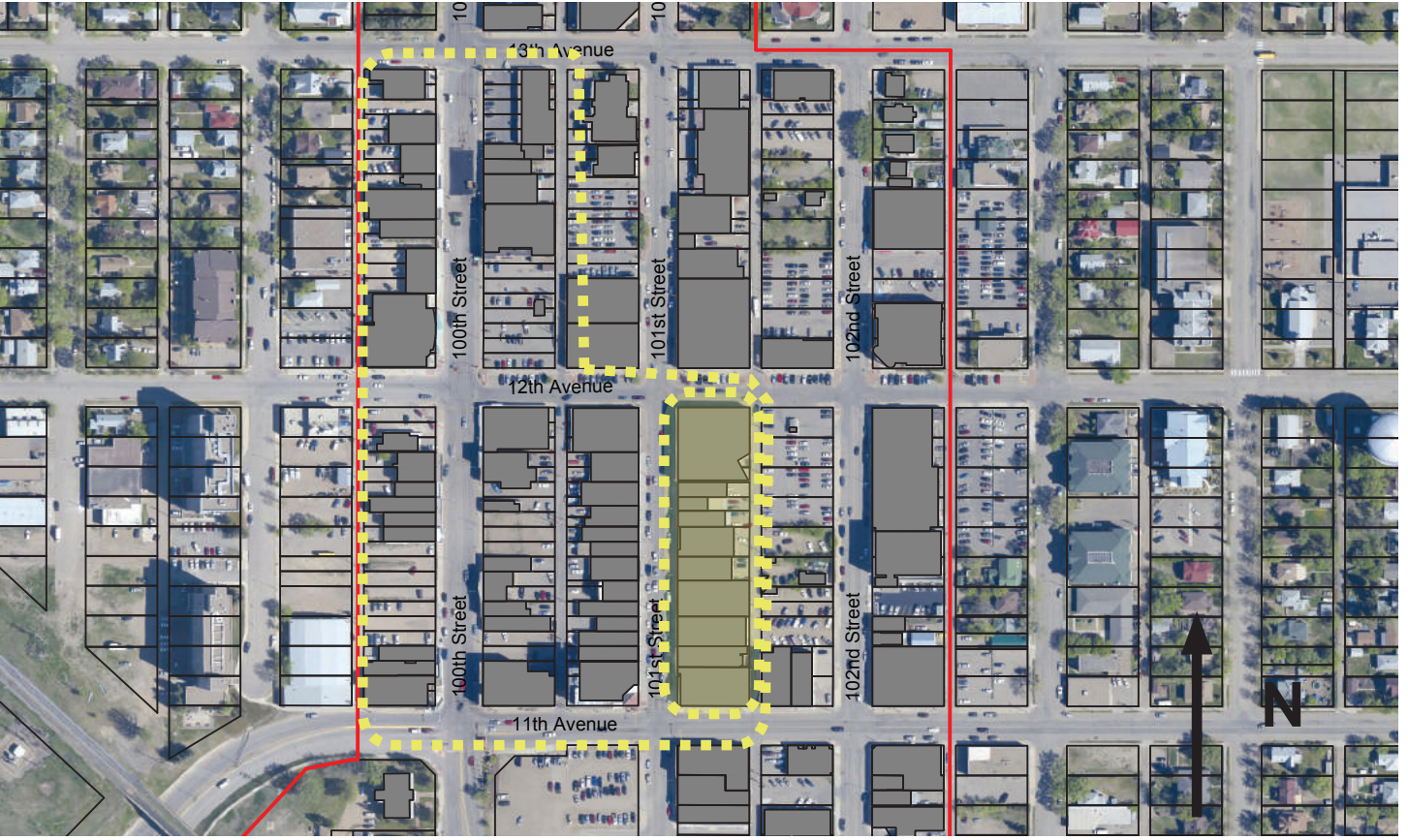
SEPW Project No. S-17-2014

Block No. 1200 – 100th Street – WEST

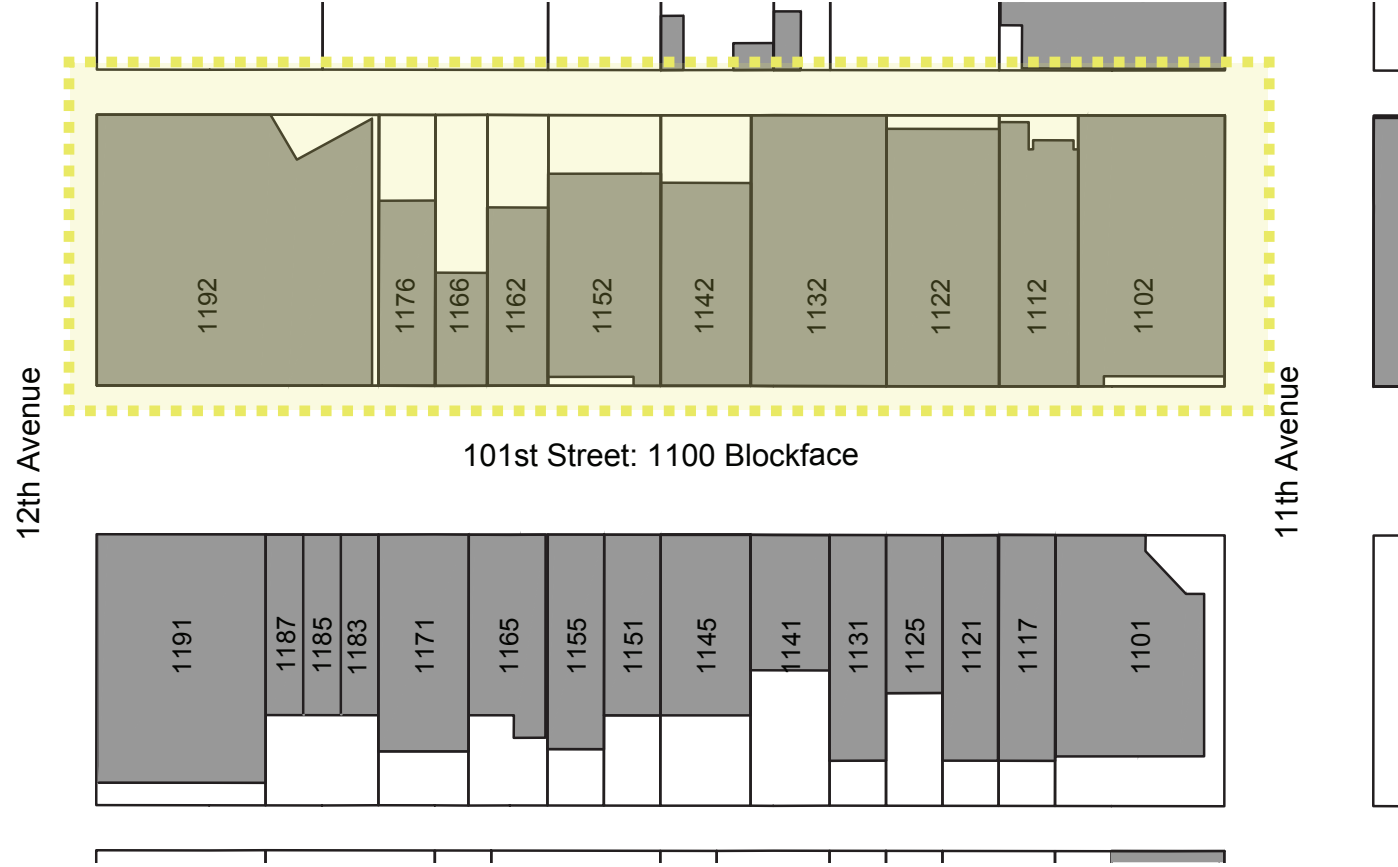
Civic Address	Building/ Lot	Approx. Age	Height in Storeys	Current Occupancy	Approx. Current Vacancy	Heritage Designation	Heritage Significance	Apparent Alterations Since New	General Notes
1201	Building	20	1.5	Sasktel, Retail / Office	0%	No	No	None	Sasktel Building, Post Modern c 1986. Pink and green.
1225	Building	18	1	Medical Clinic, St. Johns Training	0%	No	No	None	Pre-engineered with 3 units, stone/metal cladding on façade and a low sloped roof. Medical clinic, medical training and massage therapy offices.
1241	Building	69	2	Lawyers Office/ Salon	0%	Heritage Interest	Yes	Stucco over original brick. Original fenestration but new glass in windows.	Lawyer's office and salon.
1245	Building	63	1		100%	Heritage Interest	Yes	Metal cladding mansard ties into 1251.	Former Northwest Optical retail store.
1251	Building	63	2	Dental Offices	0%	No	No	Metal cladding on second floor, vinyl windows, brick veneer on main floor.	
1261	Building	69	1	Battlefords Hearing Centre	0%	No	yes	Metal clad mansard. Brick veneer/stucco cladding.	
1265	Building	41	1	Medical Offices	0%	No	No	None	CMU veneer building, small vertical windows.
1281	Building	41	1	Retail	0%	No	No	Billboard Placement on North Side	Brick masonry, CMU block structure and small windows.
1291/1291A	Building	62	1 at Street / 2 at Rear	Retail and Residential	0%	No	Yes – Midcentury	New windows on second (residential). New doors/infill to residential floor.	Residential on 2 nd floor. Midcentury.



101st Street 1100 Block EAST
18/06/2015



STUDY LOCATION
not to scale



REFERENCE PLAN
SCALE 1:1000

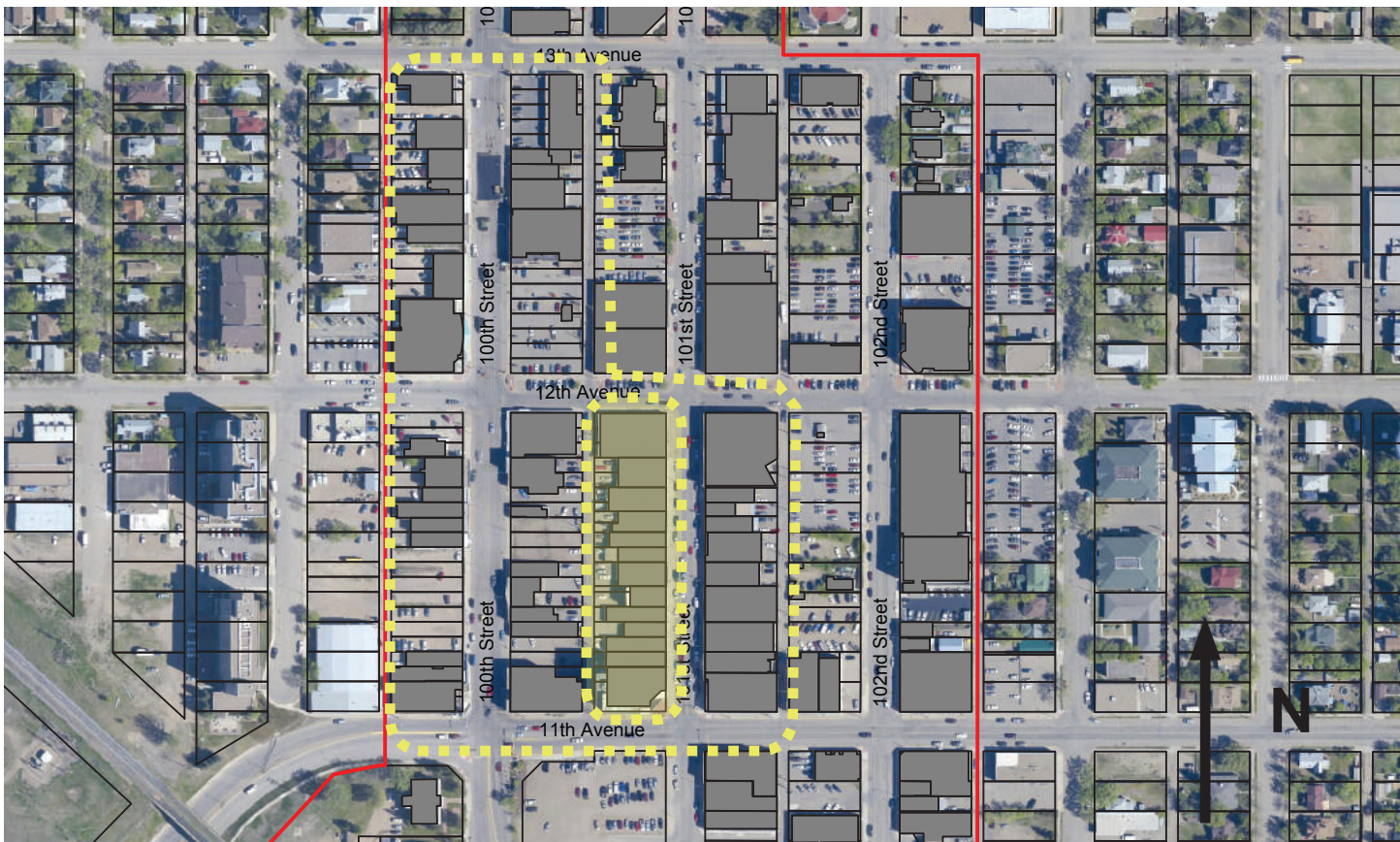


North Battleford Downtown Plan – Building Inventory – June 2015
 SEPW Project No. S-17-2014
 Block No. 1100 – 101st Street – EAST

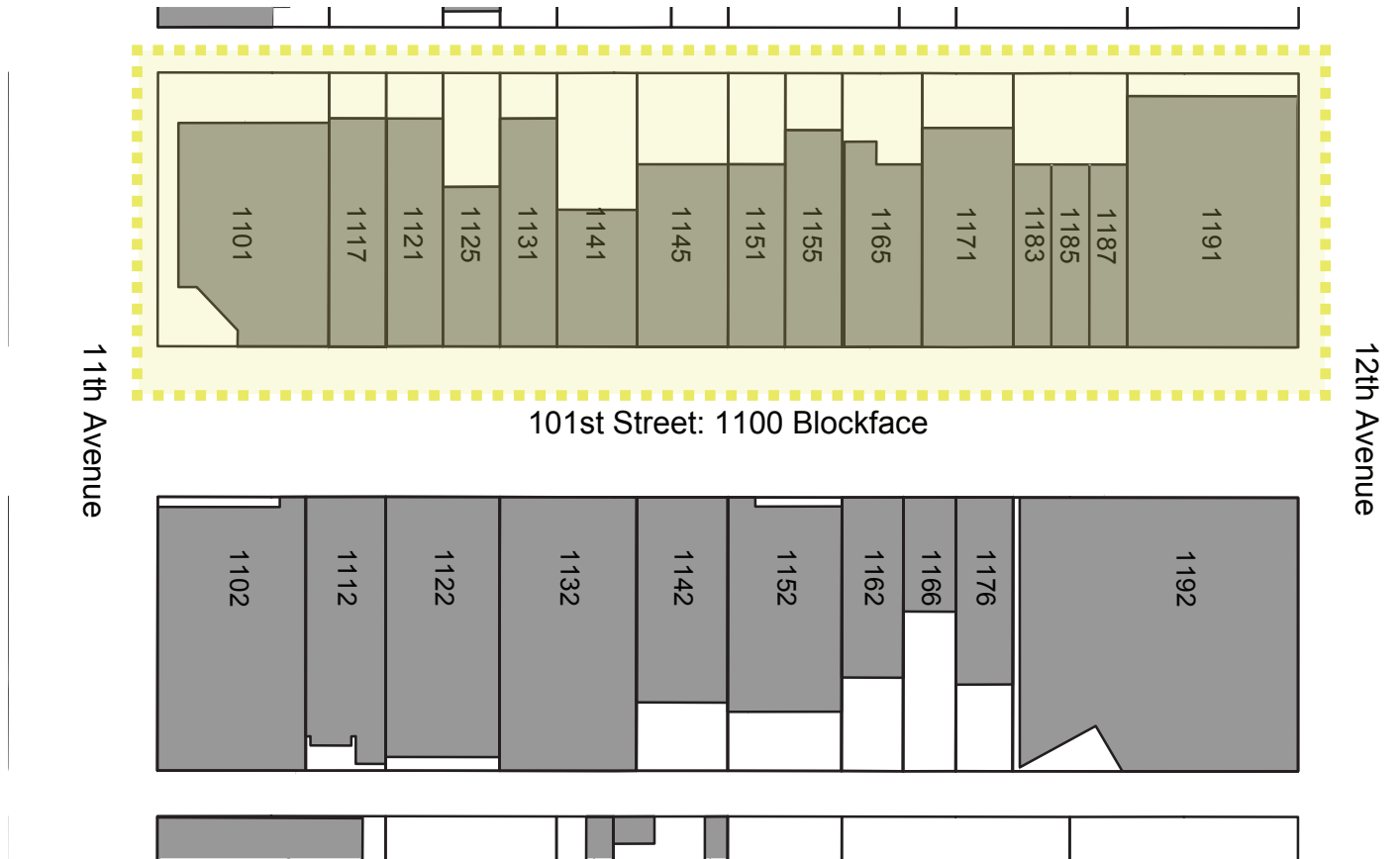
Civic Address	Building/Lot	Approx. Age	Height in Storeys	Current Occupancy	Approx. Current Vacancy	Heritage Designation	Heritage Significance	Apparent Alterations Since New	General Notes
1102	Building	45	2	BANK and Immigrant Centre	0%	No	No	None	Modern Design. Beige and brown Bricks. Also contains an immigrant resource centre.
1112	Building	105	2	Vacant	100%	Heritage Interest	Yes	Street level façade redone painted with new doors and windows. There are missing windows on upper story which have boarded up with plywood. The buildings original brick is spalling and is in need of repair. There is a red canopy over the entrance. Heritage interest remains.	The original façade consists of brick with stone details and a wooden cornice and articulated parapet. The unit appears to be a neo-classical design which is similar to unit 1132 on 100 th street.
1122	Building	100	1	Vacant	100%	Heritage Interest	No	Wood shingle and plywood mansard, wooden siding, New storefront on central unit with a tile veneer at base and stone veneer above storefront. Ac unit fitted over new door on unit on right.	There are three units in this building; they are filled with used furniture. The overall building is in poor condition. It is not barrier free.
1132	Building	80	1	Retail	0%	Heritage Interest	yes	Stucco where signage exists, New storefront windows and doors.	Ironclad Safety store. Original brick which has soldier course accents and a precast concrete parapet. Not barrier free.
1142	Building	90	1	Vacant	100%	Heritage Interest	No	Vinyl mansard on upper façade, new windows and doors at entry. Storefront brickwork appears to have been redone c1970's.	Dollar Wise store. Heritage interest is lost through renovations.
1152	Building	58	1	Bank	0%	Heritage Interest	No	Possible new storefront curtain wall.	Bank of Montreal, granite/marble veneer under parapet and base, Sand limestone wall panels on façade. The buildings heritage interest is lost through renovations.
1162	Building	80	1	Snack Shop / Sewing Machine store	0%	Heritage Interest	No	Metal siding mansard roof/canopy, new storefront windows and doors. Heritage significance destroyed through reno's.	2 units, Snack Shop / Sewing Machine Store
1166	Building	103	1	Retail	0%	Heritage Interest	No	Stucco façade with lap wood mansard that is painted black. New storefront windows, heritage value lost to Reno's.	Not Barrier Free.
1176	Building	69	1	N/A	100%	Heritage Interest	No	Stucco façade covering original brick with new brick base with weep holes and new windows and doors. Heritage value lost to renovations.	
1192	Building	63	2	Medical Offices	50%	Heritage Interest	Yes	New Doors and possibly windows.	Midcentury Art Deco building that might have been a department store. Brick façade, tile parapet and a large canopy.



101st Street 1100 Block WEST
18/06/2015



STUDY LOCATION
not to scale



REFERENCE PLAN
SCALE 1:1000



North Battleford Downtown Plan – Building Inventory – June 2015

SEPW Project No. S-17-2014

Block No. 1100 – 101st Street – West

Civic Address	Building/ Lot	Approx. Age	Height in Storeys	Current Occupancy	Approx. Current Vacancy	Heritage Designation	Heritage Significance	Apparent Alterations Since New	General Notes
1101	Building	25	8	Royal Bank	20-50%	No	No	None	Postmodern office building. Potentially Barrier free.
1117	Building	77	1	Retail	0%	Heritage Interest	Yes	Metal fascia, aluminum windows, storefront brick veneer and unfinished plywood infill below windows.	Second hand retail. Heritage interest is lost due to renovations.
1121, 1121a	Building	108	1	Optical Store, Bakery	0%	Heritage Interest	Yes	Wood fascia, brick veneer and aluminum storefront.	Heritage interest is lost due to renovations.
1125	Building	108	1	Office	0%	Heritage Interest	Yes	Curtain stone stucco and aluminum storefront.	REIS Financial. Heritage interest is lost due to renovations. Potentially Barrier Free.
1131	Building	71	2	Vacant	100%	Heritage Interest	Yes	1950's porcelain panels and aluminum windows.	Former retail surplus store. Heritage interest is lost due to renovations.
1141	Building	103	3	Office	33%	Heritage Interest	Yes	New windows. Old aluminum on 3 rd , new PVC on 2 nd and 1950's Aluminum storefront.	Canadian Cancer Society, 2 nd floor driver training
1145	Building	45	1	Bank	0%	No	No	None	TD BANK
1151	Building	82	1	Retail	0%	Heritage Interest	Yes	Newer aluminum storefront.	Jeans n Joggers Kidz. The brick building in good condition. Potentially barrier free.
1155	Building	67	1	Bakery	0%	Heritage Interest	Yes	A/C Unit over front door, wood mansard roof.	Bakery. Potentially barrier free.
1165	Building	89	1	Retail	0%	Heritage Interest	No	1970's metal fascia (aluminum storefront) only the brick Pilaster's remain exposed.	Jeans n Joggers. Heritage interest is lost due to renovations. Potentially barrier free.
1171	Building	90	1	Resource Centre	0%	Heritage Interest	Yes	Original metal mansard with newer paint, new vinyl cladding, stucco under newer aluminum storefront	Battlefords District, Food and Resource Centre. Might have been an old Safeway.
1183, 1185, 1187.	Building	80	1	Beauty store, Loans and Office	66%	Heritage Interest	Yes	1950's Porcelain enamel, newer aluminum storefronts, multicolour stucco cladding, blue painted ply fascia on plumber's office with a screw on sign.	Valours Boutique, Speedy Cash, Work Hard Plumbing. 3 units.
1191	Building	44	1	Vacant	100%	Heritage Interest	No	None –	Entertainment, Pool Hall and Bingo. Needs repair – stucco fascia cracking / needs painting, porcelain enamel panels under windows are missing.

**Appendix C:
Stakeholder Consultation Raw Data**

<u>Name</u>	<u>Representing</u>	<u>Contact Info</u>
Jim Walkers	Crosby Hannat Associates	jwalkers@crosbyhanna.ca
Ray Desreault	Ray's B/ #1/10P.	possibilities789@quintik.com
DEREK SCHWARTZ	Bill and Dons W.W.	DEREK.S@SASKTEL.NET
Jane Zielke de Montbrun	CMTA BattleBuds Branch	jane.cmhanb@sasktel.net
Rhonda Kauth	Lifetime fitness	rkauth@jpbj.ca
Dan McEachern	OK Tire + Auto Service	oktirenb@sasktel.net
Amanda Foster	North Battleford Library	afoster@lakeland.lib.sk.ca
Eleanor Crombleholme	Lakeland Library Region	ecrombleholme@lakeland.lib.sk.ca
Kevin Steinborn	City of N.B. HUB	ksteinborn@cityofnb.ca
Jack Tatchell	NORTHERN Auto Parts	jack@northernautoparts.ca
Christie Doyle	Sallows + McDonald-wz	Christie.doylestucki@dignitymemorial.com
Kristeen Thiessen	Sallows + McDonald - Wilson	kristeen.thiessen@dignitymemorial.com
Caitlin Glencross	A Zehner Funeral Home	hello@lighthousenorthbattleford.org
Ryan Mackrell	The Lighthouse	rmackrell@cityofnb.ca
Devin Macaulay	City of N.B.	dmacaulay@cityofnb.ca
Jennifer Niesink	" "	jniesink@cityofnb.ca
Keith Bossaer	OASIS	Keith@oasisins.ca
Melaney Bossaer	Oasis Insurance	melaney@oasisins.ca
Rob Rongue	RBC DS	rob.rongue@rbc.com
Mark Richardson	RBC DS	mark.richardson@rbc.com
Juanita Aucamp	Battlebuds Family Dental.	juanita_aucamp@yahoo.com
THEJUS SEBASTIAN	BMO Bank of MONTREAL	thejus.sebastian@bmo.com
Kathy Adams	BlueRentals/BID	jamesadams@sasktel.net

Q1 > Visiting larger city, ~~there~~ such as Las Vegas, there is a huge variety of shopping options, lots of outlet stores with Big Names, Nike, Billabong etc that attract customers.

> less desirable things - parkadeis etc.

One huge shopping Mall that includes cinema hall, shopping outlets & food courts, and chain restaurants, with a hockey rink and bowling alley and entertainment centers like gaming arenas for kids & pool table.

Q2 → No shady people walking around with more cops patrolling

→ More options for restaurants & shopping outlets

→ High rise apartments

Q3 Best asset is location of downtown, central location in city between Dufferin & NB. The city is centrally located as a major hub of the north west.

- Best part is "King street" area because of the potential

Topic: Theme: History through Public Art

① Downtown was ~~initially~~ inviting with amenities for food services; specialty shops and entertainment. They are clean, safe and promote an environment of small business/entrepreneurship. It was a larger center but had "hometown"; "small town" feeling.

• Cleanliness upkeep

- ② → keep facades of historic buildings.
→ ~~encourage?~~ encourage owners to renovate / remove ~~detripe~~ unsightly unused buildings.
→ parking / parking / parking

One thing:

Large indoor farmers market (year round)

- ③ - small market - know your customers
- easy to access
- free and ample parking
- limited competition
- entry points from all major highways
- diversity of business (everything from office to automotive to clothing)
- support local ~~business~~

→ The potential that it could
be something great.

Theme: Aboriginal Art - recognize the history of
the area.

Potential Theme

- Rail or Ag

maybe

History

or

Public
Art

Most important attribute

- Central Park

I would sell downtown as potential
↳ lots of options

- paid parking. — less
- safe parking / storage for bikes. | Bike lanes. (more)
- Ample downtown parking (more)
- Coffee shop / Bakery (sit down) more

- make downtown interesting, desirable, easy access

- ~~Build~~

- Q2
- easy access to stores
 - Interesting business, quality items or service
 - Clean, attractive

⊗ movie theatre.

- Q3
- free parking.
 - Easy walking distance between businesses.
 - Easy access / good highways to get to town.

over

North Battleford residents are very welcoming. Buildings in downtown have a lot of potential ie: old bank on 100th street could be turned into 2 or 3 businesses - one on each floor.

Surroundings/scenery

boardwalks

Sustainable businesses i.e. stepping stones

facilities in the downtown areas (i.e. hockey /

curling rinks)

Viable empty buildings — renovated
and repurposed as "condo-living"

- 2a)
- Physical Appearance → Ownership Pride
in storefronts.
 - Continued focus on social net. requirements.
Hub — providing the services required
for homelessness and Mental Health.

b) Indoor farmer's market

3) A lot of room to easily create new buildings.

Low-cost buildings.

• Adequate parking.

- I think a historical theme like Old Town San Diego has with a salmon
hotel. More Retail.

1.) - City of Moose Jaw : Clean, the downtown park, the buildings are maintained. Paintings on the walls of buildings

- Shimaneiges? Vancouver island - the little town that could.
 - fixed up their downtown and painted buildings to attract visitors

Money is no object: The Chicago Park (Maggie Daley Park)

It has a summer and winter version
Summer - walking path, kids park, greenspace, beautiful.

Winter - The path turns into a skating ribbon (goes around park) with tons of winter activities. Hot coco.

City would need to be ~~on~~ on board.

Community would need to come together and support new businesses and changes.

Downtown business owners would need to work together and help out.

#1 ~~A~~ Amenity / Draw to tourists:

winter: hockey fest
summer: shakespeare fest

Q3: - decent sized ^{residence} population in relatively small/close area
- location between Edmonton + Saskatoon

Q4. BENEFITS OF A FEW BOX STORES TO ATTRACT CUSTOMERS TO THE ^{LOCAL} BUSINESSES.

More Desirable:

- Nice apartments available (underground parking, ensuite laundry etc.)
- Year-round, indoor farmer's market
- Vegetarian-friendly restaurants
- Coffee shops
- All buildings utilized

Less Desirable:

Lack of parking

One thing:

Entertainment complex

- theatre
- sports arena
- science centre
- community event centre

} all in one
facility

Question 2:

- ① Sale of empty city lots (20+ years) to attract development
- ② ~~or~~ give away
Tax incentive to new business willing to purchase and renovate older, vacant buildings
- ③ Enforcement of loitering / panhandling bylaw to move street people out of Downtown.

2b)

Something similar to Ripley's Aquarium in Toronto downtown, but bigger with penguins & polar bear, & may be more exotic creatures.

③ Job opportunities

- Dubai (Dubai) Saudi Arabia.

you can walk to streets at any time of day or night, and never feel in danger.

- Victoria B.C. This city certainly to retired seniors, both in housing and personal care. So young people have employment, seniors are pampered.

* People exploring Downtown beyond 8-5 M-F

Thanks.

Top 3

- 1) restaurants cafes
- 2) more culture/public art
- 3) have people live downtown

- #3 put something of ~~value~~ value that people want
Wine retreat, Olympic Park, More theatre (new)
- There is a lot of space to do things, something.

3b) How would I sell Downtown.

- There is a dedicated group of people working to improve the downtown. One of the best things going for the downtown is the bid & the work they do to try and improve things. There are also businesses downtown that are cores to the community or things downtown people do NEED, like banks, financial institutions.

#1. Clean / cute

#2. all buildings are in good order and are occupied

#3. lots of unique business and shops

#4. There is a reason to visit so; The Thermal Spa, mud pits, tunnels, Skiing, Fishing. Experiences to have.

#5. lots of jobs available.

~~✗~~
Locally owned thriving businesses - open late
~~✗~~ ↳ people

Q2

1. People on street

2. Businesses with places to shop + open late

3. Create identity / theme → use to beautify

Q3 There isn't much to do, so there's lots of space and room to improve

Something that stands out build upon -
growing / diversified.
room to grow / opportunity.

Theme - something to fall in line w/ lifestyle / outdoors.

1) The variety of shops / services provided in other downtown areas is greater. Tourism is a part of the downtown specific in areas that can be considered "resort areas" (ie Banff). There are other downtown areas that provide everything a person needs in a very small location, everything could be considered walking distance & there is no need to leave downtown which we do not have in

NB. (ex. grocery store) one word - welcoming/beautiful

2. a. ^{attract} increase businesses that offer a variety of products ie: spa, select clothing / candy
b. change who occupies downtown core (no bingo/pawn shops)
c. create art pieces / flowers to beautify area

Ideas -
- Better shopping / cafes
- Food truck Festival - invite trucks from Saskatoon. and ~~our~~ NB one
- Murals - everywhere - Chemainus, BC.
- Keep up with the downtown staff that clean up with brooms !!

PID.

Question 3 - a huge amount of traffic goes directly down 100th Street
- history / aboriginal culture.

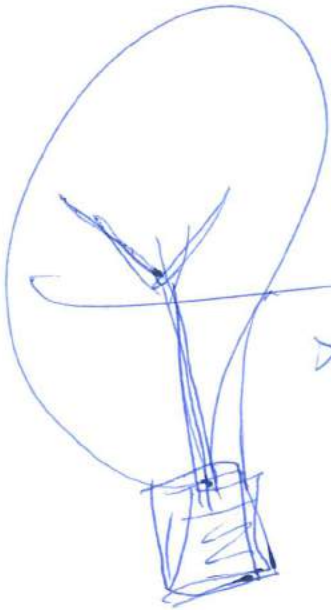
Q#4 N.B. needs to ~~be~~ be promoted in Eastern Canada ^{or U.S.A.} and a great place to live and raise a family. People will come so will people with Business ideas.

March West NWMP.

* BATOCHES = FORT BTED

* POW-WOW.

* BOOT CAMP.



* SASK. GREAT FISHING LAKES.

- BTED. PROMOTION.

LAKES / CAMPING.

* FESTIVALS.

WINTER

SUMMER.

Rodeo.

FARMER.

FARM FAIR. w/ ^{HORSE PEOPLE.} LIVESTOCK SALES

FARMERS MARKET (11 months)
^{yearly}

Ray's B/Step. 480-8089

**City of North Battleford Downtown Plan
Stakeholder Consultation
February 24, 2016, 10:30 am**

Agenda

1. Introductions
2. Review of expected outcomes
3. Background Information
 - a. Results of SWOT Analysis
 - b. Results of Market Analysis
 - c. Results of Safety Audit
 - d. Results of Architectural Inventory
 - e. Results of Incentive Program Review
 - f. Results of visioning by the Steering Committee
4. Brainwriting Exercise
5. Meeting wrap-up – where to from here

Question 1.

- The downtown area had a good mixture of day and evening attractions, + residential
- Destination spots throughout the downtown
re: farmers market
entertainment venue.
- Winter / Summer events.

ATTRACTIVE (CLEAN, WELCOMING)

- #2. - LOWER VACANCY RATE - ATTRACT
(POSSIBLE LARGE ANCHOR BUSINESSES)
(BEAUTIQUE SHOPS, CAFE, BARS)
LOUNGE
- FACADE & STREET SCAPE IMPROVEMENT
 - MAKE CENTRAL PARK AN ATTRACTION.

2b) Entertainment Attraction

- Imax Movie Theater / Galaxy / Max Cinema
- Professional Sports Complex (Hockey / Lacrosse)

- 3) Location - Close to the lakes, close enough to Saskatoon to potentially draw people for an event. Lots of "opportunity" to start a new business with as much vacancy as there is.

①

1) RETAIN HERITAGE

2) ~~RENTAL~~ IMPROVE VISUAL APPEAL

3) PROMOTION OF TOURISM TO THE CORE

4) CREATION OF UNIQUE "DRAMS" OF PEOPLE

5) CATALOGUE / REVIEW DETERMINE WHICH BUILDINGS ARE OF HISTORICAL SIGNIFICANCE

6) FEELING OF SECURITY IN THE AREA

② → improve look of building

2. plant trees, flowers etc.

3. incentives to prevent vacant space

③ inviting / welcoming

- Entertainment Centres

- Bars / Restaurants / Art Galleries.

- Festivals / Sporting Events.

④ → lots of vacant buildings / empty lots / free parking

#1 Moose Jaw has a vibrant downtown. It appears to be very walkable, with lots of shops and restaurants. They focus on their history with the Tunnels which attracts tourism. They also have a grocery store near the core, which provides a vital service to its residents.

→ Accurate to the community needs

- Q#2:
- ① Filling vacant spots
 - ② Having businesses accurate to the community needs
 - ③ measuring the history of NB evident in the Downtown

Q#3. We HAVE NOTHING. so we have the opportunity to cash in all others cities, in their pro's/con's, and do better from these results.

④ How would I sell downtown?
- Cost?

1. Moose Jaw - eclectic shops, restored stores/buildings/activities that tie in its history (tunnels)

Ottawa - markets, country's history, variety of places that have atmosphere ie: Irish pubs, great small restaurants, buskers.

Victoria - British influence, lots of beautiful flowers, small neat shops ie antiques, flea markets.

#1 thing:
A variety of unique stores and restaurants.

Question #2

- ① Encourage nicer businesses to be located here.
- ② Remove eyesore buildings.
- ③ Build upscale apartments within the heart of downtown.

One thing: Sluggers (large outdoor activity centre)
(Batting cage, minigolf, restaurant, wall climbing, milkshake/icecream bar)

Question #3

smaller, easily accessible, better parking,
free parking, central location in town, ability for
unique shops to set up for lower costs.

— UNLIMITED POTENTIAL — BLANK CANVAS FOR
AND OPPORTUNITY NEW BUSINESS

Q.1

- mixture of (mostly local, independent) shops, restaurants, etc.
- village centre feel with amenities within walking distance to those living in the neighborhood
(eg. ^{small} grocery stores, neighborhood pub)
coffee shop.
- mix of parking availability + pedestrian-friendly streets (eg. a pedestrian-only 'high-street')

atmosphere

Q.2

~~atmosphere~~

- ① more shops (stores, businesses, etc)
- ② improved surroundings (make people want to go there)
- ③ ongoing attractions (such as shows, events, music, art, etc)

Q.3

Central Location NW Corner of Provence
Open Access from all directions
both sides of River
draw from North

4.

- CHARACTER / HISTORY
- UNIQUE SHOPS / WELL ESTABLISHED
- POTENTIAL

1) Victoria, Vancouver, Toronto. (Desirable)

Shopping malls, restaurants & movie theatres.

2) Saskatoon (less desirable)

Shady people walking around.

1) More Shopping, More Products Available.
More choice.

2) a) Restaurant Choices

b) Retail Shopping

c) Clean

New movie theatre

#3) Its dead, we need to do something to attract people to the downtown. We have so much potential and space. We also have the park that could offer more.

#4) Heritage Buildings

More

Clean appearance
small boutiques, specialty stores
attractive - green space throughout
buildings attractive - well maintained
restaurants

Less

- crowded

#1 thing: town square/village green/village centre

Q2

2. Grocery/corner store + coffee shop

1. Central public meeting space

3. Clean, maintained buildings + streets with greenery

Q#2 (b)

A major facility (arena or convention centre) that could host events indoor or outdoor ^{hotel}

Q#3

The Sask. River is something that other cities of our size do not have. There has been studies on damming the river to create a "playground" within our area.

#4

↳ Character.

↳ Density.

1) Generate interest in history of the
Butterfords, → First Nations, cultural events.

Focus on "King Street" station area
* Empty buildings, buildings in disrepair.

The state of roads in downtown core
ie 12th Ave

New businesses - new buildings - color

- 2)
- Remove poor shops
 - Remove old + unstable buildings
 - more shops for shopping (new builds)

Focus of King Street, expanded.
From Railway - to 14th Ave.
"Get What You Want/Need" in 5 block
radii.

④ History Characteristics

- Location and easy accessibility.

Question 1.

- Communities like Moose Jaw, Banff, Jasper that really make the downtown have a safe, cafe, ~~at~~ boutique feel where even in the evening you feel safe walking around because of all the positive presence of others. I don't feel safe in Downtown NB after dark, people loitering or under the influence are often around. Unfortunately, I feel that NB has many low income families - so it may be difficult to be able to successfully operate a boutique.

- ghost tours

- Welcoming

- #2
- ① Cleanliness / Safety
 - ② Food / Entertainment Services (cafe; coffee shops)
 - ③ Medical (Dr offices, dentist; chiropractor) allows for walking within work area

Additional Amenities.

- food services.
- entertainment

Question 3.

- Population trade area.
- Vacancy / room for growth
- affordability.
- quality of life (proximity to lake, rec facilities avail. ect.)

- The park is nice → could be ~~used~~ utilized for more events

#2

- 1) Event venue,
e.g. theatre,
 - 2) 'Bougie' kind of focus.
 - 3) Lofts ??
-

sports venue

#3 Heritage

Potential theme: art deco style everywhere!

- revamp movie theatre
- library lecture theatre
- parkis
- lamp posts
- quaint shops
- building style regulations (as in Bank & Whistler)
- trains = '30s/'40s glory days
of train travel

- ① More desirable
- Hand Shops, Galleries, places to visit.
 - Attraction to look at / Art / Architecture
 - Easy transit, walkable.
 - Good Restaurants / Parks.
 -

- Less Desirable
- Expensive compared to NB.
 - Dense Population.
 -

- VACANCY PROBLEM

- #2
- RID DOWNTOWN OF EYE SORE PROPERTIES
 - BREAK THE MYTH OF DT AS AN UNSAFE PLACE
 - DIVERSIFY THE SHOPPING LANDSCAPE OF DT IE. UNIQUE SHOPS, FAMILIES

DOWNTOWN MAKE COMPLEX POTENTIAL UNDERGROUND PARKING
GREATER LOCAL OWNERSHIP, LESS NOT INTERESTED, FOREIGN OWNERS.
MIXED SPRING TOURISM FACILITIES. (FESTIVAL).

LONGER HISTORY THAN MOST COMMUNITIES. LOTS OF
POTENTIAL LAND FOR DEVELOPMENT.

③ b

Available space for potential business.

Q.#1

more desirable :

- no vacancies in the downtown
- lots of shopping -
- Aboriginal artwork / statues ect. (getting the FN communities feeling like they are a part of the community)
- Restaurants / pubs / coffee places
- Being able to walk downtown & visit several businesses that pertain to the needs of the community

#2. In many cities I have visited and (had many) the city emphasize the past and expands its history in tourist attraction. example. Moose-Jaw. Yorkton in it's Ukraines history.

#3. We must realize that we have 14 Indian Reservations and that's a Hot. Subject to deal with. I'll leave it there.

- ~~Local Brewery~~

- Local Brewery

Q3 - The amount open spaces that can be developed

Q1

Desirable

- People walking around at all hours
- Restaurants, coffee houses etc. that allow people to look out at the street
- Sidewalk patios
- Wayfinding maps
- Colour
-

Less Desirable

- ~~Too~~ Too much traffic
- No walking room

-
- Q2
1. Bring in something to do (ie restaurants, movie theatre, etc)
 2. Update exteriors of buildings / clean.
 3. Safe space for everyone 24/7

↳ College - would spur business + shops/restaurants to bring people in

-
- Q3
1. Empty spaces / vacant buildings can be filled with necessary supports needed to revitalize Downtown.
 2. Central Park
 3. Active BID
 4. Available office space
 5. Good history we can build off (Rail yard)

- Develop the Central Park - structures for kids

-

Q.1

City of Moose Jaw

- Downtown key characteristics:

- Tourism - tunnels, spa, casino, hockey rink
 - Local Businesses - not many corporate owned shops
 - Walkable - wide sidewalks
 - People on street - especially at night ✓
 - Buildings & streetscape are aesthetically pleasing
-

Q2

- get more shops + business
 - clean up / beautify.
 - do something unique / have an attraction
-

Q #3.

→ lots of vacancies, for potential new businesses.

→ Good BID \$

* Customers are familiar ~~with~~ ~~the~~ with the businesses, locations.
loyalty. loyalty

1) A Large Sporting Event that was combined with local Fair Days including Dress up The co-ordinate look and feel. City Vendors then added what worked for them.

-) Noise Late at night close to some residential areas and Traffic in residential.

- No odd themes - No King Street station!!
- turn downtown into paradise (palm trees (fake), fun theme) totally different
- Something that would draw people to downtown - Sports facility, Movie theater, world class event like the Calgary Stampede. (Entertainment Anchor)

2) Top 3

- 1) Safety - Issues of safety downtown would need to be addressed if I were consider living in the downtown area.
- 2) Services - The services provided would need to change (need a grocery store / entertainment)
- 3) Improved infrastructure.

2B) Developed condo living to populate downtown with people for the services

#3 Downtown BID Committee that is committed to furthering communication.

3B) The business community is motivated and working towards positive change (Downtown BID). We're looking for more people to push forward and become even better.

Question #1:

More desirable: streets and sidewalks are well maintained

- more shopping, access and beautification near rivers and natural attractions
- more variety for retail/reason to stay longer
- professional appearance of businesses
- Theatre, mall, trees/landscaping
- No vacant buildings

Less Desirable:

- Too big
- Intense traffic
- pay for parking

✓ Improved appearance of Buildings.

② 3 Things to improve/important

- No Vagrants.

- Improved/re-developed Buildings/Store.

- Street Aesthetics, ie. plants/Trees/Decorations
- Art

- One Event In Summer

"Fringe" - w see "Big Leads"

KELOWNA - GREAT SIDEWALK CAFE/BARS AND
SPECIALTY BOUTIQUES/SHOPS.

CLOSE TO A PARK WITH WEEKEND
ACTIVITIES/FESTIVALS ALL SUMMER

1 COMFORTABLE OFFICE & SHOPPING EXPERIENCE
WITH NICE DECOR

- ① NEW AND RENOVATED BUILDING COMPLEXES.
② SAFETY CONCERNS REMOVED TO ENCOURAGE SHOPPER RETURNS
- Festival

#3 Downtown has potential & could be revitalized to
look like a resort town and ^{what} those places
have in terms of shops, eating, socializing, etc.

3) 101 st. From The Library Park to The CNR Yard.
Could Become a Large Indoor/Outdoor
Shopping/Eating/Fun Strip to Attract
People and Business and Arts

Question 1:

More desirable:

- clean
- populated
- market (handmade goods)
- bright / colourful - banners, flags, color of buildings
- things to do: food, drink, entertainment

street entertainment to -

easy access to bus stop -

less desirable:

unfamiliar faces -

- more expensive

obvious feel unsafe - too many people - pick pocketing

- large area need cabs to get around
- too many choices - where to shop? or eat?
- panhandling - very prevalent and pushy in large centers
- parking fees

Entertainment Anchor.

Question #2.

- ① mix use of buildings (day/evening, commercial/residential)
- ② less vacancy
- ③ downtown anchor -> people not already in downtown need a reason to go there.

ANCHOR - NORTH WEST COLLEGE - WOULD BRING NUMEROUS MORE CUSTOMERS & PEOPLE TO THE AREA.

STRIP MALL WITH EXCLUSIVE BOUTIQUES.
GROCERY STORE, VARIETY STORE.

NB ADVANTAGE.

- ONE OF A KIND SHOPS: ESTABLISHED.
- AVAILABLE BUILDINGS FOR PURCHASE/LEASE
- LOW COST OF LAND/BUILDING.
- MANY PEOPLE EMPLOYED IN THE AREA.

visit downtown:

- lots of free parking
- easy access to downtown shops
- good variety of stores
- beautiful art work, sculptures etc.

- build downtown condo project.

QUESTION #1

- DIVERSE SHOPPING EXPERIENCES
 - EVENTS UNLIKE WE HAVE HERE
 - POPULATION
 - EXPERIENCING NEW THINGS IE. ART, ENTERTAINMENT
-

Safe, clean welcoming atmosphere all hours of the day.

Question #2

1. Safety
2. Amenities
3. Anchor tenants - retail

AMENITIES

- UPSCALE CONDO LIVING
- SIGNATURE RESTAURANT (UNIQUE)
NOT CHAIN DRIVEN ESTABLISHMENT.

QUESTION #3

- LAND AVAILABILITY - START-UP.
- PROFESSIONAL BUSINESS HUB. W/
OVER 1200 WORKERS DAILY
IE BANKS, LAWYERS, ACCOUNTANTS, HEALTH CARE
- WELL ESTABLISHED, LONG LASTING CORE BUSINESSES

Area to Be Focused on:

- development of vacant lots - city should not own property this long - needs to be sold (even for min. \$) to spearhead development.

Most Important Attribute

- Central Park (many activities (increasing annually) are being held in Central Park. Making the park more accessible, clean and user friendly needs to continue / escalate to continue these community building activities.
- Land Availability



→ city needs to work with existing property owners to offer incentive for renovation or penalties for vacant, abandoned properties

→ tax incentives for new business development / property development