

From: Kelly Wyatt
To: Janet Aird, Max Zasada
Date: 21/Nov/2011 5:30 pm
Subject: Re: City Square Project

Include me too please

Message sent from Blackberry handheld

-----Original Message-----

From: Janet Aird
To: Jason Carlston 28(1)
Cc: Juanita Donaldson 28(1)
To: Kelly Wyatt 28(1) >
To: Max Zasada <28(1)
Cc: Pathma Kumaran <28(1)
To: Teresa Florizone 28(1)

Sent: 11/21/2011 5:28:39 PM
Subject: Re: City Square Project

No problem Max. I just wanted to ensure what I was seeing is correct. We have amended the forecast to show the \$120,000 approximately as the outstanding amount.

The additional funding for next year we will need to discuss. One, should this be a separate project? Was this work originally planned as part of this project? Secondly, we will need to fund this, new or added to the project. My understanding is that we are hoping to use GTH money for this. Well, the GTH does have funding being identified as "Funding No Longer Required" we will have to look at the funding splits etc. to determine if the money can be moved.

Thanks for the clarification Max. Can you look at booking a meeting early December on this topic. I won't have time before that - sorry.

Janet

>>> Max Zasada 21/Nov/2011 11:33 am >>>
Hi Everyone,

I apologize for the confusion caused by my entry for the monthly variance report.

At the time that we met to discuss this, as you're aware, the project required approx. \$300,000 to be funded from additional sources to be on budget. 16(1)(b)

When doing the report, I had missed the \$180K that Janet describes below and thought that we still required \$300K (approx) to fund the project this year. I also added \$350K to do next year's work. This is where we get the \$686K.

There is nothing new to report budget-wise to this project outside of the explanations above.

Janet, I've sent a meeting invite to you to discuss this and clean it up for this afternoon.

Once again, I'm sorry for the confusion.

-Max

>>> Jason Carlston 18/Nov/2011 12:43 pm >>>
Kelly and Max will have to respond. This would surprise me as nobody advised me in advance of this.

Message sent from Blackberry handheld

-----Original Message-----

From: Janet Aird
Cc: Jason Carlston <28(1)
Cc: Juanita Donaldson <28(1)
To: Kelly Wyatt <28(1)
To: Max Zasada <28(1)

Cc: Pathma Kumaran <PKUMARAN@regina.ca >

Sent: 11/18/2011 12:33:30 PM

Subject: City Square Project

Hi there,

I was reviewing the capital report and I want to make sure what I'm seeing is a correct interpretation. Last month, October, we got approval to transfer the \$180,000 (rounded) to the project from the savings that other projects had. At that time we expected to need to find an additional \$120,000 (rounded) to ensure the project was fully funded. Now the report is showing, after the \$180,000 is accounted for that we are still underfunded by \$686,809.78? Is that correct? This is how it will be reported on the ELT summary.

Also, the Community Plan Studies is indicating a Funding No Longer Required of \$139,600 which could be allocated depending on the funding source. We will have to look at the funding hierarchy to make that determination.

Please advise if this is indeed reporting correctly.

Thanks.

Janet

Jason Carlston - City Square Water Feature

From: Denise Donahue
To: Carlston, Jason; Donahue, Denise; Wyatt, Kelly; Zasada, Max
Date: 07/Jul/2011
Time: 3:00 PM - 3:30 PM
Subject: City Square Water Feature
Place: Jason's Office

Hey y'all,

As we now all know, Max and I have been discussing the option of having a simple water feature on the stage. While we are in stage redesign right now, I wanted to have a quick talk about the options and potential impact of having such a feature. I think it would have a positive impact on the space to have a water feature near the stage, but I want to make sure that it will not have a negative impact on the schedule.

I would like us to discuss this while in final design stage, rather than never considering it at all and wishing we had once the stage is built.

Thanks,
Denise

Georgina Olsen - Re: Wednesday Board Meeting

From: Georgina Olsen
To: 28(1) Personal
Date: 24/Oct/2011 1:14 PM
Subject: Re: Wednesday Board Meeting

Hi²⁸⁽¹⁾

Hope you are well. Just wanted to confirm that Jason will be meeting you today at 4:30 at Crave, and also, on the points below, Jason is meeting at this moment with City Square staff and should have answers to you today.

Thanks,
 Georgina

=====
 Georgina Olsen
 Administrative Assistant to GM
 Planning & Development Division
 Telephone: ²⁸⁽¹⁾
 Fax: ²⁸⁽¹⁾
 28(1) Personal

>>>^{28(1) Personal}

24/Oct/2011 8:56 am >>>

Hi Jason,

I hope you had a great weekend (although mine was too short).

I'm just checking in on a few things.....

1. Progress on the Plaza questions I provided you last week. My goal is to have the agenda distributed by end of business today.
2. Confirming that you will not be bringing other City reps to the meeting on Wednesday – I think the board wanted the meeting as a discussion session.
3. Are we still on for Crave at 4:30 today?

Talk to you soon – have a great Monday ☺



28(1) Personal

Regina Downtown BID
140-2401 Saskatchewan Drive
Regina, SK S4P 4H8
p: 28(1) Personal
c:
f:
www.facebook.com/ReginaDowntownBID
www.reginadowntown.ca

Georgina Olsen - Fwd: City Square Plaza Motion

From: Jason Carlston
To: Kelly Wyatt
Date: 01/Nov/2011 12:52 PM
Subject: Fwd: City Square Plaza Motion
CC: Georgina Olsen
Attachments: City Square Plaza Motion - Approved 10 26 11.docx

>>>²⁸⁽¹⁾

26/Oct/2011 3:33 pm >>>

Good Afternoon RDBID Board Members,

On behalf of the Chair, I would like to extend a thank you to the Board in appreciation of your time and commitment in considering the City Square Plaza proposal over the past two weeks.

As requested, I have attached a copy of the full motion (thanks Steve!) that was adopted in today's meeting. A copy of the draft minutes from the meeting will be sent out at a later date.

Should you have any questions, please do not hesitate to contact either me or Colin.

Best regards,

²⁸⁽¹⁾



Regina
Downtown

Regina Downtown BID
140-2401 Saskatchewan Drive
Regina, SK S4P 4H8

p: ²⁸⁽¹⁾

c:

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City Square Plaza Motion

October 26, 2011

M/S

28(1) Personal

That the RDBID Board fully support the timely completion of the 11th and 12th Avenue Corridor and signalization plan by June 1, 2012 or earlier, followed by the completion of the Downtown Traffic Master Plan;

And

THAT the RDBID Board support the delayed opening of the City Square Plaza for two reasons:

1. To allow the traffic familiarization period to occur at a time of year other than during the winter months; and
2. To consider future traffic patterns on the plaza pending the result of the 11th and 12th Avenue Corridor and signalization plan; and that this study address the following concerns to the satisfaction of the RDBID Board:
 - a. Access and egress on Cornwall Street,
 - b. Access, egress and circulation in laneways impacted by the plaza,
 - c. Loss of on-street parking on Cornwall,
 - d. Consideration for vehicular access to the plaza at minimum after hours on weekdays and weekends; and,
 - e. Such other matters as may be raised by RDBID stakeholders during the study period.

Ayes – 7, Nays – 3

Carried

Georgina Olsen - Re: Fwd: Project Management Review - City Square

From: Barb Bahan
To: Jason Carlston
Date: 16/Nov/2011 8:43 AM
Subject: Re: Fwd: Project Management Review - City Square
CC: Georgina Olsen

Thx George.

Barb Bahan
Administrative Assistant to the City Manager
City Managers Office

p28(1) Personal
F:
E:
Regina.ca



>>> Jason Carlston 16/Nov/2011 8:20 am >>>
Hey Barb...yes, I have arranged for²⁸⁽¹⁾ and Jason to meet this Tuesday, Nov. 22.

Thanks,
Georgina

>>> Barb Bahan 16/Nov/2011 7:51 am >>>
J,

Please see attached email from²⁸⁽¹⁾ who is requesting information on the City Square. I believe²⁸⁽¹⁾ was going to call you - did you guys talk?

Thx

Barb Bahan
Administrative Assistant to the City Manager
City Managers Office

p:²⁸⁽¹⁾
F:
E:
Regina.ca



From: Jason Carlston
To: Georgina Olsen
Date: 15/Nov/2011 9:34 am
Subject: Re: Meeting w/ ²⁸⁽¹⁾

Yes please

Message sent from Blackberry handheld

-----Original Message-----

From: Georgina Olsen
To: Jason Carlston <²⁸⁽¹⁾ Personal

Sent: 11/15/2011 9:33:53 AM
Subject: Meeting w/ ²⁸⁽¹⁾

Hey, ²⁸⁽¹⁾ called about setting up a meeting with you to discuss an engagement re: city square...she indicated you have been discussing with Glen. She wanted to meet with you within the next week or so. Can I set this up for the 2 of you?

Thanks,
G.

Jason Carlston - City Square Programming and Management

From: Georgina Olsen
To: Chris Holden; Diana Hawryluk; Jason Carlston; Pat Gartner
Date: 11/Oct/2011
Time: 4:15 PM - 5:15 PM
Subject: City Square Programming and Management
Place: Crave, 1925 Victoria Ave.

We need to discuss the advancement of this further as it would seem since our last meeting with the larger group, we have stalled or are approaching it rather loosely.

Thanks,
Jason

=====
Georgina Olsen
Administrative Assistant to GM
Planning & Development Division
Telephone: 28(1)
Fax: 28(1)
28(1)

Glen Davies - Access to Information Request #2012G-10 E-mails Concerning City Square

From: Darlene Loucks
To: Glen Davies; Jason Carlston
Date: 26/Apr/2012 10:55 AM
Subject: Access to Information Request #2012G-10 E-mails Concerning City Square
CC: Barb Bahan; Georgina Olsen

Reply Requested: By 28/Apr/2012

This is a reminder regarding the FOI Advisory e-mailed on April 13, 2012 re the above request for:

"Emails from July 01 to December 31, 2011 concerning the City Square Plaza that were sent or received by the City Manager, the General Manager of Planning and Development, the Director of Planning and Sustainability, and/or the Director of Development Engineering."

Please forward me any e-mails you have on the City Square Plaza project between July 1 to December 31, 2011. Also please let me know what concerns you have, if any, if these were to be released so I can take those into consideration when preparing the documents for disclosure.

Thanks for your assistance.
Darlene

Glen Davies - Briefing Note: City Square

From: Barb Bahan
To: City Council
Date: 21/Jul/2011 9:52 AM
Subject: Briefing Note: City Square
CC: Bahan, Barb; Bohach, Jeff; Ditson, Dauna; ELT; Hall, Erna; Lambert, Gail; Morrison, Nathan; Nicol, Jim; Olsen, Georgina; Rathwell, Mark; Smale, Amber; Swidnicki, Joni; Werry, Byron; Wyatt, Kelly
Attachments: Briefing Note - City Square - July 2011_1_1.doc

Good morning,

Attached for your consideration is a briefing note providing an update on the City Square Project.

Thank you.

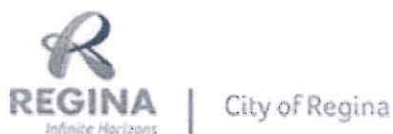
Barb Bahan
Administrative Assistant to the City Manager
City Managers Office

P:28(1)

F:

E:

Regina.ca



CONFIDENTIAL – Pursuant to *The Local Authority Freedom of Information and Protection of Privacy Act* and solicitor-client privilege, this Briefing Note is deemed confidential as it deals with potential legal proceedings from the Office of the City Solicitor.



City Square Project Update

Contact:

Jason Carlston, General Manager, Planning and Development, ²⁸⁽¹⁾

Prepared by:

Kelly Wyatt, Director, Development Engineering, ²⁸⁽¹⁾

July 21, 2011

Main Lights

- The steel subcontractor experienced delays in receiving the cut steel from their supplier. They have now received it and are currently fabricating the main lights. The first light has been installed and the second light will be put in place next week.

Sunshade Screens

- The sunshade subcontractor experienced unexpected delays as bending the steel “weave” as per the design required more work than anticipated. This issue has resulted in a delay but has now been resolved. Sunscreen installation is expected to begin next week.

Paving Stones

- Paving stones will be installed from the west project limits through to the east pavilion building by August 1, allowing the majority of the site to be opened to pedestrian traffic for the Folk Festival.
- Paving stone progress remains weather dependant and recent wet weather has delayed work by several days. In addition, SaskTel recently advised the City that their infrastructure was compromised in three locations and needed to be repaired before paving stone installation can be completed or the site opened to traffic. This work is now complete and progress continues on the paving stones.
- Work will continue on the paving stones to minimize delay and cover the largest area possible for August 1.

Twinkle Lights

- The twinkle light structures are being produced by the same subcontractor that is producing the main lights. The main lights were the top priority and were completed first. The twinkle lights will be completed afterwards.

2. Plaza Access

Vehicle traffic will be permitted onto the plaza space after all major features are complete. Pedestrian traffic will be able to use a majority of the space after August 1. Some areas may be temporarily closed off to finish off certain features as required.

Final work on traffic bylaw adjustments and decisions on how the plaza space will operate during normal and special events currently under consideration must still be determined. They are proceeding concurrent to construction completion.

3. Finance

After a number of minor change orders, there is approximately \$200,000 contingency remaining in the project budget. The SaskTel duct damage is not included in this contingency at this time as it is expected to go through a damage claim process.

Glen Davies - City Square inquiry. 09-13-11.doc

From: Mark Rathwell
To: Davies, Glen
Date: 13/Sep/2011 3:46 PM
Subject: City Square inquiry. 09-13-11.doc
Attachments: City Square inquiry. 09-13-11.doc

Hi Glen,

16(1)(b)

Mark

Mark Rathwell
Senior Advisor to Mayor Pat Fiacco



City of Regina
P: 28(1) Personal
F:
C:
E:
Regina.ca

16(1)(b)

Glen Davies - Gordon Block building (former Novia Cafe)

From: Jason Carlston
To: Chris Szarka; Fred Clipsham; Jocelyn Hutchinson; John Findura; Louis Browne; Michael Fougere; Mike O'Donnell; Pat Fiacco; Sharron Bryce; Terry Hincks; Wade Murray
Date: 07/Oct/2011 3:52 PM
Subject: Gordon Block building (former Novia Cafe)
CC: Brent Sjoberg; Diana Hawryluk; Dorian Wandzura; Fred Searle; Glen Davies; Jeff Bohach; Jim Nicol; Natosha Lipinski; Neil Vandendort
Attachments: Gordon Block.doc

Dear Mayor Fiacco and Members of City Council,

The Administration recently received an application from Harvard Developments concerning the Gordon Block building located at 2180 12th Avenue. 16(1)(e)

Because it is not a complete application we are not discussing the content of the application in public and would request that you not discuss the details in public either. We will provide a further update once the application is complete and we are ready to process it through the required public consultation process.

The building is identified on the Heritage Holding Bylaw and is within the boundaries of the Victoria Park Heritage Conservation District and as such requires review and consideration under heritage processes and ultimately review through the Municipal Heritage Advisory Committee, Regina Planning Commission and City Council.

We expect this application to generate media interest given the location of the building immediately adjacent to the City Square project and Victoria Park. The Administration has already received a media request from the Prairie Dog and will respond to future media inquiries as they come forward. I will be the City of Regina media spokesperson on this matter. In the interview with the Prairie dog I provided this message, "that we have received an application concerning the Gordon Block, but we cannot discuss the details at this time as we are reviewing the application for completeness. Once the application is finalized, we will initiate the public review process." 16(1)(e)

We will keep you informed on this status of the application as it moves through the application review process and provide further updates. We expect to finalize the application with Harvard within the next couple of weeks, at which time the details of the application will become public.

For your information, I have attached key messages that guided my interview.

In the meantime, if you have any questions please contact me at 7545 or email me.

Have a great long weekend.

Jason Carlston

General Manager
Planning & Development
City of Regina
Tel: 28(1)
Fax:
E-mail: 28(1)

Gordon Block – Key Messages

- The City has received an application concerning the Gordon Block building at 2180 12th Avenue. The City is doing a preliminary review of the application for content and completeness and will be discussing this with the developer to better understand their proposal.
- Once the application is deemed complete it will proceed through our standard application review process which will include plenty of opportunity for public input.
- The property has been designated as part of the Victoria Park Heritage Conservation District and is listed on the City's Heritage Holding Bylaw.
- As part of our standard process regarding heritage properties, information will be circulated to heritage and community stakeholders and residents will also have plenty of opportunity to provide their input into the process.
- Council will ultimately make the decision to approve or deny the application following the community and stakeholder consultation process.

Glen Davies - city square

From: Jason Carlston
To: Glen Davies
Date: 12/Oct/2011 4:18 PM
Subject: city square

Glen,
I don't know if your BB receives emails while in the ²⁸⁽¹⁾, but here is the update. Council, through the private meeting, agreed to keep it closed. Nevertheless, it was the time for them to express displeasure and I am exhausted from the pummelling. The outcome is the right thing, and that provides some light on this experience, and we will be working on the full communication plan, engaging the properties in the vicinity and the BID before it goes public. I will debrief with you on this when you return (the scheduled Council date is Nov. 8th).

Have fun.
jason

Glen Davies - Undertaking - Executive Committee October 12 - E11-30 - City Square Traffic

From: Joni Swidnicki
To: Jason Carlston; Jeff Bohach
Date: 12/Oct/2011 4:58 PM
Subject: Undertaking - Executive Committee October 12 - E11-30 - City Square Traffic
CC: Byron Werry; CA's; Council; GM's; Jim Nicol

Hi,

During the discussion on the above, you undertook to circulate a communication plan to members, via the City Clerk's Office.

During the discussion, it was suggested that the plan include the new morning TV shows, News Talk and City Page. It was also suggested that letters of support from organizations, such as the Visually Impaired be solicited and private presentations be made to the Downtown BID and affected business owners.

Councillor Fourgere advised he will speak immediately with the Downtown BID board on this matter.

As this item is to be presented to City Council on November 8, it is anticipated the communication plan will be circulated in the immediate future.

Joni

Glen Davies - City Square Plaza Communications Plan

From: Jeff Bohach
To: Chris Szarka; Fred Clipsham; Jocelyn Hutchinson; John Findura; Louis Browne; Michael Fougere; Mike O'Donnell; Pat Fiocco; Sharron Bryce; Terry Hincks; Wade Murray
Date: 31/Oct/2011 1:31 PM
Subject: City Square Plaza Communications Plan
CC: Desirae Bernreuther; Glen Davies; Jason Carlston; Jim Nicol; Kelly Wyatt; Lisa Adam; Mark Rathwell; Natosha Lipinski
Attachments: City Square approach_1.doc

Good afternoon,

Attached is a communications plan related to the City Square Plaza project, in particular the recommendation to leave it closed to vehicles pending a traffic study. This plan was developed in consultation with the Mayor's Office.

In summary, the plan is to hold a media event on Friday November 4th to coincide with the release of the Council agenda. Kelly Wyatt, Director of Development Engineering, will act as key spokesperson for the City. Mayor Fiocco will not participate directly in the event but will respond to media requests afterward. As the plan outlines, there will also be direct contact with nearby businesses.

Please contact me if you have any questions about this plan.

Jeff Bohach

COMMUNICATIONS STRATEGY: LEAVING THE PLAZA CLOSED TO TRAFFIC

Communications approach: As the City Square plaza project nears completion, thought is being given to the benefits of keeping the space closed to traffic to allow continuous programming. If the decision is made to keep the City Square plaza closed to traffic, pending the outcome of the upcoming downtown traffic study, communications will be required to inform drivers, downtown businesses and the general public of this change. Originally, the plaza was intended to open this fall.

Mayor Fiacco will be the lead spokesperson on this issue for Council. The Director of Development Engineering, Kelly Wyatt, will be the Administration's spokesperson for background information and technical details, as well as rationale for the recommendation.

Target audiences:

- Downtown businesses
- Drivers/commuters
- General public
- Media

Goals and objectives:

- To help people understand and accept the rationale of keeping the plaza closed to traffic.
- To minimize negative reaction.
- To publicize the long-term advantages.
- To promote the City Square plaza as a positive for Regina and the downtown.

Key messages:

- **This project is an exciting investment in our city's future that will make our downtown a better place to live, work and play.**
- **Together, we are redefining our downtown to create a more vibrant, inviting, accessible and safe place that attracts more people and greater pride to the heart of our city.**
- **Since the plaza has opened to the public, people are enjoying the space and we have received a lot of positive feedback about the final result.**
- **The original plan was to allow traffic on 12th Avenue, with the ability to close it for special events.**
- **Now that the plaza is open to pedestrians and people are enjoying it, we have re-evaluated our plan.**
- **We are proposing to leave the plaza as a pedestrian-only space, pending the results of a traffic study in the downtown.**
- **We believe it is in the long-term interest of the plaza and the downtown in general to leave the plaza as a pedestrian-only space.**

- Leaving the plaza as a pedestrian only space has many benefits. It will allow for more events and a greater variety of programs in the plaza. There will be less conflict between motorists and pedestrians. Also, this beautiful space is less likely to suffer damage from vehicles.
- We also plan some work on 11th Avenue to improve traffic flow in the downtown. This includes improved traffic signals which will make left turns on 11th Avenue easier.
- There is no question that traffic patterns downtown have changed, and will continue to change as the city grows and attracts more businesses and more workers in the downtown area.
- 12th Avenue was never meant to be a major thoroughfare through downtown. Leaving the space as pedestrian only will not have a major impact on traffic downtown.
- The traffic study will allow us to make better decisions about the way traffic flows downtown.
- We understand this is a change in direction for the project. We will work with stakeholders downtown to ensure the best transition possible.

Activity plan:

Oct. 19	Meet with Downtown BID board of directors	p.m.
Nov. 3	Meeting with businesses near the plaza, deliver letters	p.m.
Nov. 3	Media advisory re: media tour	10 a.m.
Nov. 4	Media tour of City Square plaza w/Kelly Wyatt as spokesperson News release distributed.	10 a.m.
Nov. 4	Mayor Fiacco will respond to media requests to discuss the recommendation to Council.	As required
<i>Nov. 4</i>	<i>Report to Council is posted to Regina.ca as part of Clerks' regular process</i>	<i>p.m.</i>
<i>Nov. 8</i>	<i>Council meeting with possible media interviews to follow</i>	<i>p.m.</i>
Nov. 9	Updated information about the plaza posted to Regina.ca	9 a.m.
Nov. 9	News release: Announcing result of Council decision.	9:30 a.m.
Nov. 10	(possible) CTV news at noon	
Nov. 12	Ad in the general section of the Leader Post providing rationale	
Nov. 19	Ad in the City Page of the Leader Post	

Additional Earned media opportunities:

We will seek additional opportunities to communicate with the public through the media. These opportunities include:

- CTV News at Noon
- CTV and Global morning shows
- Rawlco radio

Communications will make arrangements and bookings through the Mayor's Office.

Materials:

- Leader Post ad providing rationale for continued closure and thanking citizens.
- 2 news releases: one for day report goes public, the second for the morning after the decision is made by Council.
- Highlight sheet to distribute with news release for media tour
- Updated plaza web content for Regina.ca
- Key messages and script for Service Regina.
- Stakeholder letter to downtown businesses (from Planning and Development)

Evaluation:

- Comments on facebook and twitter
- Positive and negative media coverage
- Media stories are accurate and include key messages
- Calls to Service Regina

Glen Davies - Recap of actions required from Capital & Operating Discussion

From: Janet Aird
To: ELT ; Werry, Byron
Date: 02/Nov/2011 4:51 PM
Subject: Recap of actions required from Capital & Operating Discussion
CC: McDonald, Chuck

Hi all,

I just wanted to confirm the follow-up items and the things we are making adjustments for in the October results/forecast to address the current reporting concerns.

Operating side - we are going to make the following adjustments:

Non-responsive, 16(1)(b), 17(1)(b)

Longer term

16(1)(e), 16(1)(b)

Capital side -

Non-responsive, 16(1)(b), 17(1)(b)

- transfer the GFR available funding returned from projects to the City Square project

I think that was all but if I am missing something please let me know.

Have a great evening!

Janet

Janet Aird, CMA
Manager of Financial Services
City of Regina
Phone: 28(1) Personal
Fax:
Email:

Glen Davies - RE: Draft Engagement Letter - Review of Project Management - City Square

From: 28(1) Personal
To: "Davies Glen" 28(1)
Date: 24/Nov/2011 9:18 AM
Subject: RE: Draft Engagement Letter - Review of Project Management - City Square
Attachments: CitySquarePMDraft Engagement Letter.docx

Oops – speedy fingers

28(1) Personal

From: 28(1) Personal
Sent: November 24, 2011 9:21 AM
To: Davies Glen
Subject: Draft Engagement Letter - Review of Project Management - City Square

Hello Glen,

Please find attached the draft engagement letter. I look forward to your feedback.

I have met with Jason, and think he is comfortable with the approach described in the letter.

Could you let me know when I can contact him to begin working on lists of interviewees and additional document requests?

28(1) Personal

T. Bakkeli Consultants Inc.

November 22, 2011

3642 Wedgwood Way
Regina, SK
S4V 2M8

Phone: (306) 546-2871
Fax: (306) 546-2813
E-mail address: 28(1) Personal

Glen Davies

City Manager

City of Regina

2476 Victoria Ave.

P.O. Box 1790

Regina, SK S4P 3C8

Delivered via e-mail: 28(1) Personal

Dear Mr. Davies:

Re: City Square Project Management - Review

Further to our recent discussions, I am providing you with this proposal for conducting a review of the project management of the City Square Project. The City Square Project is nearing completion and is the subject of media attention and public debate.

Understanding of Your Requirements

The City Square Project is a large capital project with significant public visibility. You wish to have an independent and systematic review of the project management methods used. This review is expected to identify successful elements of management as well as targets for improvement. The review will identify lessons learned that can be applied to improve future project management.

Proposed Approach

The following is the proposed approach. This may be modified based on interim findings.

Phase 1 – Success Criteria, Questionnaire and Interview Development	
Meeting with Glen Davies, Executive Sponsor	Input regarding success criteria for project audit
Meeting with Jason Carlston, Project Sponsor	Input regarding success criteria for project audit
Questionnaire Development	The questionnaire will be used as an interview guide for Phase 2. Some individuals may be asked to complete the questionnaire even though they will not be interviewed.
Phase 2 – Research	
Review documentation including project management methodology, project charter, team structure, scope statement, business requirements, project plan, milestone reports, budget, risk analysis, meeting minutes, action items, risk logs, issue logs and change logs. A detailed list of documents will be developed.	Begin to identify major project successes, issues, concerns, challenges. Address project governance, project objectives and success criteria, team dynamics, vendor management, monitoring and control, risk and change management, etc.

Interview Project Sponsor	Identify issues, concerns, opportunities
Interview (individually) Project Managers: Chris Sale, Denise Donahue and Max Zazada	Identify issues, concerns, opportunities
Interview (individually) core project team members	Identify issues, concerns, opportunities
Interview external contractor - PCL	Identify issues, concerns, opportunities
Interview other internal and external project resources	Identify issues, concerns, opportunities
Interview City Square customers or users	Identify issues, concerns, opportunities
Interview selected stakeholders	Determine what their expectations of project were, and whether they have been met?
Subsequent meetings to clarify issues and opportunities	Address issues and challenges to understand root causes
Phase 3 – Report Development	
Compile information collected and consolidate findings	Identify issues, concerns and challenges, opportunities, lessons learned.
Present draft findings to project sponsor	Share preliminary findings
Collect project sponsor's response	Identify any required report revisions
Finalize report for City Manager	Report findings

There may be a need to involve technical specialists such as engineers during the course of the review. If City personnel are unavailable, external resources will be engaged. This will be discussed with you prior to their engagement.

I will conduct the review and draft a confidential report for you. The following are the draft proposed contents:

1. Executive Summary
2. Situation Analysis – Context and Description of the Auditing Process for the City Square Project
3. Brief Description of the City Square Project
4. Analysis of the Project Management of the City Square Project
 - a. Project Initiation
 - b. Project Planning
 - c. Project Execution
 - d. Project Monitoring and Controlling
 - e. Project Closing
5. Conclusions / Recommendations

Consulting Arrangements

Professional fees are based on an hourly rate of \$165. Applicable taxes and out of pocket expenses are charged in addition to the fees quoted. This engagement is not to exceed 85 hours of consulting. Time will be tracked as incurred, and updates regarding estimated time requirements will be provided to you.

The project is targeted for completion prior to January 31, 2012.

I very much appreciate the opportunity to work with you on these important initiatives. If you have any questions, please do not hesitate to contact me at^{28(1) Personal}

If you are in agreement with the proposed consulting arrangements, please return one signed copy of this letter to me.

Sincerely,

28(1) Personal

President, T. Bakkeli Consultants Inc.

Glen Davies, City Manager

Glen Davies - RE: Review of City Square Project Management

From: 28(1) Personal
To: "Glen Davies"²⁸⁽¹⁾
Date: 27/Jan/2012 2:44 PM
Subject: RE: Review of City Square Project Management
CC: "Jason Carlston"²⁸⁽¹⁾

Hi Glen,

I would like to think the end of Feb. is achievable, (although it will depend on interview and document availability). I will push for that.

28(1) Personal

From: Glen Davies²⁸⁽¹⁾
Sent: January 26, 2012 11:28 AM
To: ²⁸⁽¹⁾
Cc: Jason Carlston
Subject: Re: Review of City Square Project Management

²⁸⁽¹⁾
Hi

What's your best guess at how much we're behind? This is important, but not urgent so I'm not too fussed. Will end of February be achievable?

glen

Glen Davies
City Manager
City of Regina

P.²⁸⁽¹⁾
F:
E:
Regina.ca



>>>^{28(1) Personal}
Hello Glen,

26/Jan/2012 11:12 am >>>

I wanted to give you a quick update on the project.

I have begun the document review. A list of interview participants and draft interview guides have been developed and discussed with Jason. Georgina is compiling contact information for the interview participants. Jason's staff is continuing to compile the documents requested.

Some delays have been experienced, and the Jan. 31 target completion will not be achieved. We hope to begin interviews by Feb. 1.
Could you give me a call to discuss timing?

28(1) Personal

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From: Janet Aird
To: Harmatiuk, Sheila; Wood, Brad
CC: Florizone, Teresa; Wyatt, Kelly; Zasada, Max
Date: 05/Oct/2011 7:47 pm
Subject: City Square WOW Project

Hi all,

Kelly, Max and I had a meeting today to follow-up on the budget for this project. The project budget was expected to receive 16(1)(b), 17(1)(b)

Please advise.

Kelly/Max -16(1)(b), 17(1)(b)

Thanks.
Janet

Janet Aird, CMA
Manager of Financial Services
City of Regina
Phone: 28(1)
Fax: 28(1)
Email: 28(1) Personal

From: Max Zasada
To: Amber Smale
CC: 28(1) Personal ; Denise Donahue; Kelly Wyatt
Date: 04/Nov/2011 11:58 am
Subject: Fwd: 12th Ave Study

Hi Amber,

Please see the email below to City Council.

-Max

Max Zasada, P.Eng.
Project Engineer
Planning and Development Division
Infrastructure Development Dept.

P: 306.777.7516
F: 306.546.6023
E: mzasada@regina.ca
Regina.ca

>>> '28(1) Personal

> 04/Nov/2011 11:01 am >>>

Please insure that this email is sent to the mayor and all city councilors.

In reading your letter regarding City Square pedestrian only, I disagree with the impact of traffic in downtown Regina. Our company, MGI Financial has operated a financial services business on the mall under previous names of Halmac & Associates, Rice Financial and now MGI Financial.

When we bought the building located at 1842 Scarth Street we relied on the availability of parking and traffic flow on the street. The original Scarth Street mall was a project that many business owners on the street disagreed with and eventually the mall was built in such a way that if traffic was required it could be changed. Of course that has never happened.

Our business is destination operation that deals with 2000 Regina households, many of them are required to attend our offices to complete transactions. In the redesign of our building we developed parking stall in the rear of the building to accommodate client parking as available. These vehicles proceed south in the alley way between Scarth & Cornwall and at our building they are required to angle park to allow traffic through the alley. Getting out of the alley was never a problem as they could exit onto 12th Ave.

Since 12th Ave has been closed getting out of the alley is a nightmare. Cars have to figure out how they will turn around to head south to 11th. If you can turn around you run the risk of being blocked in by moving trucks or other large commercial vehicles. On 2 occasions over the last year there have been emergencies where people can't get out of the alley. Summertime is not as bad but winter is brutal. The alley never receives snow removal, there is always large ruts and trying to turn around is almost impossible.

The intent of the improvement was presented to us with opening 12th Ave back up for traffic. We agreed to that and any other alternative will adversely affect our business.

As an alternative why not look at traffic through the winter months and close it for the 5 summer months. As well restricting vehicles in the alley would help and eliminate parking on 11th will also benefit.

As a significant taxpayer over the years I understand that change happens. Please take into consideration the businesses that operate in this area and its effect on them.

28(1) Personal
Senior Vice President Strategic Initiatives
MGI Financial
1842 Scarth Street, Regina S4P 2G3
1-306-525-6317 28(1)
28(1)

From: Amber Smale
To: Doug Brown; Max Zasada
CC: Denise Donahue; Jason Carlston; Kelly Wyatt
Date: 04/Nov/2011 11:54 am
Subject: Re: City Square Project: Bank of Canada building

Thank you.

>>> On 04/Nov/2011 at 11:51 am, in message <4EB3D170.4D40.0003.0@regina.ca>, Max Zasada
28(1) Personal > wrote:
Hello,

I just got a call from 28(1) sp?) from the Bank of Canada building. He is against the decision to close off 12th Avenue to traffic, and thought that the City was lying and misleading people. He also expressed an interest to file a suit against the City. I provided him with Doug's name for that, and if he wanted to write to Council, I provided him with Amber's name.

I wanted to send this email out as a heads up.

-Max

From: 28(1)
To: "Jason Carlston"28(1) >, "Kelly Wyatt"28(1)
Date: 09/Nov/2011 3:21 pm
Subject: Plaza Closure

Hi Jason and Kelly,

I was hoping you could provide direction on the following topics.

- . Has the ice rink been confirmed? Should we begin posting a job ad for the rink attendant?
- . Can you forward the list of 200 events?
- . When will the east bound turn at Scarth Street and 12th be open to traffic?
- . How many parking spots will open up on Scarth once the turn lane is operational?
- . When will the traffic study RFP be issued and will we have a chance to review it?
- . Not related to the plaza but when will we have consultation regarding the Regina Revitalization project?

Thanks in advance for your assistance!

Description: rd_email_sig28(1) _2011

City Square Plaza/Victoria Park Programming Opportunities:

Existing Programming at Victoria Park, City Hall Courtyard and F.W. Hill Mall:

Event	Number of Days
Farmers Market	Approx. 50
Folk Festival	3
JazzFest	3
Ukrainian Fall Festival	1
Movies in the Park	6
I Love Regina Day	1
Remembrance Day Ceremonies	1
Light the Lights Christmas event	1
Regina Downtown BID activities (i.e. yoga, tai chi, fitness classes, Words in the Park etc)	36
F.W. Hill Mall activities (i.e. Downtown Concert Series, Day of Caring, Culture Days etc)	50
Total	Approx. 152

Potential Programming at City Square Plaza/Victoria Park:

Event	Number of Days
Children's Festival	2
Fringe Festival free stage	5
Canada Day Festival	1
National Aboriginal Day	1
Labour Day Festival	1
Pow-Wows	2
Mosaic Weekends (each pavilion programs the plaza one weekend night (Friday or Saturday) each summer (22 pavilions = 11 weekends of programming)	22
Weekday stage programming	10
Movies in the Park (expanded program)	7 additional days
Arts/Craft Fairs	3
Christmas fairs/market/festival	1-2
Children's market	1
Skating rink	90
Santa Claus parade should go through the plaza	1
Buffalo Days parade route	1
Flea market (Monthly, Sundays)	3
Monthly antique market (Monthly, Sundays)	3
U of R Fine Arts students' annual show and sale	1
Beach day (get some sand delivered, people bring wading pools, umbrellas, etc.)	1
Snow and ice festival	2
Snow sculpture carving	2
Food truck/street food festival (one summer, one winter)	2

Taste of Regina	2
Taste of Downtown	2
Busker festival	2
Downtown BID festival	2
Classic/Muscle car show and shine	3
Vintage farm machinery show and shine (during Agribition or Western Farm Progress Show)	1
Snow machine (Ski Doo) show and shine	1
Remote control vehicle meets	1
Regina Floral Associates perennial swap meet	1
Giant United Way bake sale	2
Battle of the bands	1
Dance performances	TBD
Dance lessons (evenings, weekends or noon hours)	weekly
Theatre performances	TBD
Yearly Culture festival where “mainstream” purveyors of “culture” in the City put on shows during a weekend to help entice ticket sales	2
Shakespeare festival	7
Roving Shakespeare (a la Shakespeare in the ruins in WPG)	TBD
I Love Regina Run and other running event start/finish	3-5
Three on three basketball	2
Road hockey tournaments	2
Jibfest	2
Pond hockey	2
Pond curling	2
Skating lessons	weekly
Bocce/boules	TBD
Outdoor screen for Grey Cup, Stanley Cup, Olympics, etc.	1
Tai Chi	weekly
Boot Camp/Booty Camp	weekly
Portable skate park elements	1
Scraper Bike rally (during bike to work week)	1
Soapbox Derby (like plywood Cup)	1
Library programs	Daily, weekly
Museum programs(Sask. Sports Hall of Fame, Royal Sask., Science Centre, Plains)	Daily, weekly
Art Gallery programs (Dunlop/MacKenzie)	Daily, weekly
Children’s Midway/Antique Carousel/Ferris Wheel	4
Downtown tourist carriage rides	daily
Speaker series	TBD
Barbeque/chili cook offs	1
Huge foul supper (organized by downtown churches)	2
Total	Approx. 215

From: Chris Holden
To: Chris Szarka; Fred Clipsham; Jocelyn Hutchinson; John Findura; Louis...
CC: Brent Sjoberg; Byron Werry; Dorian Wandzura; Glen Davies; Jason Carl...
Date: 18/Nov/2011 12:37 pm
Subject: Re: Undertakings - City Council November 8 - CR11-134 - Traffic Access to City Square
Attachments: City Square Plaza Programming Opportunities.doc

Mayor Fiacco and Councillors,

In follow-up to your request at the last City Council meeting regarding current and future programming at the City Square Plaza, please find attached a table of current events scheduled at Victoria Park, City Hall Courtyard and FW Hill Mall that could be held on the Plaza.

In addition, I've included a table with future potential programming opportunities that could be held in cooperation with our community partners. In total, current and future programming at the Plaza could surpass the 200 days that was referenced in the media.

The Community Services Department is developing a programming and management strategy for City Square in partnership with Regina Downtown and RROC.

Please feel free to contact me if you require further information.

Chris

Chris Holden
Director
Community Services Department
Community Planning and Development Division

P:
F: 28(1) Personal

www.regina.ca (<http://www.regina.ca/>)

From: 28(1) Personal
To: "Kelly Wyatt" 28(1) >
CC: "Seera, Ravi" 28(1) >, 28(1)
Date: 23/Nov/2011 10:23 am
Subject: RE: Downtown Transportation Study RFP

Hi Kelly and Ravi,

Thanks for your work in putting the RFP together. RDBID feels that it is pretty comprehensive and we are encouraged by how fair and unbiased the wording is. We do have a few comments regarding the RFP content.

1. Page 4. Bullet 3 - RDBID is definitely opposed to banning parking on 11th Avenue. This is not a viable option from our standpoint - is it possible to remove this statement?
2. Page 5. - Phase 3 - Will actual design work be completed in this phase?
3. Page 6. - 2.3.2 - It's not clear if the Transportation Master Plan overlaps the Downtown Transportation Study or will the TMP will not address downtown and the results of the DTS will just be included in total in the TMP. Also, how does this interact with the OCP process?

We also like the fact that you are adding a bonus for timely completion of Phase 1 (and a penalty for any time overruns). You definitely mean business
J

Please keep me in the loop regarding any upcoming Steering Committee/Project Team meetings - I'll get them into both my and 28(1) calendars. As always, please do not hesitate to contact me with any further questions or clarifications.

Best Regards,

28(1)

Description: rd_email_sig28(1) _2011

From: Kelly Wyatt 28(1)
Sent: Wednesday, November 23, 2011 9:31 AM
To: 28(1)
Cc: Seera, Ravi
Subject: RE: Downtown Transportation Study RFP

Sounds good. I'm in meetings all day, so can you please send them to our co-project manager,
Ravi Seera? I've copied him so you have his e-mail.

Cheers!

K

Kelly Wyatt, P.Eng. PTOE, MBA, FEC

Director, Development Engineering

P:28(1)

C:28(1)

F:28(1)

E: 28(1) Personal 28(1)

<<http://www.regina.ca/>> Regina.ca

>>>28(1) Personal

> 23/Nov/2011 9:25 am >>>

Hi Kelly,

I'm meeting with 28(1) this morning to discuss the RFP. Just wanted to let you know that we will have comments on it J

Description: rd_email_sig28(1) _2011

From: Kelly Wyatt28(1)

Sent: Tuesday, November 22, 2011 7:51 AM

To:28(1)

Subject: Downtown Transportation Study RFP

Hi 28(1) ,

Please find attached the RFP for Phases One and Two of the transportation study. In order to meet the project schedule, it needs to be issued through Purchasing on Thursday, which means we will need your comments by noon tomorrow. Sorry for the tight turn-around. Phase One is going to be like that.

Cheers!

K

PS - You were great on the news!

Kelly Wyatt, P.Eng. PTOE, MBA, FEC

Director, Development Engineering

P:28(1)

C:28(1)

F:28(1)

E: 28(1)

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From: Janet Aird
To: Loucks, Darlene
Date: 09/May/2012 12:04 pm
Subject: Fwd: Re: OCP funding not required of \$139,600

Darlene,

Here is an e-mail I found with respect to the FOI request.

Janet

>>> Kim Sare 29/Nov/2011 6:39 pm >>>

Thanks for the clarification, Janet. The \$139,600 from the OCP should indeed be transferred to the City Square project.

I understand that you will be making the change and I do not need to do anything further. However if this is not the case, please advise.

Thanks again for your assistance...

Kim

Message sent from Blackberry handheld

-----Original Message-----

From: Janet Aird
Cc: Jason Carlston28(1) >
To: Kim Sare28(1)
Cc: Kelly Wyatt28(1)
To: Max Zasada28(1)

Sent: 11/29/2011 4:12:24 PM

Subject: OCP funding not required of \$139,600

Hi there,

Please confirm - is the intent to use the \$139,600 from the OCP that is showing as funding not required to fund the City Square project? If that is the case we don't need to report this as funding no longer required, we should show that the OCP project is going to transfer out (-139600) in the Anticipated Project Transfers column and a (139600) is going to transfer into the City square project line. IF that is the case, I will have to adjust the consolidated reports and then we can do up the memo to Glen to have him approve the transfer and do up the Journal Entry to move the funding, hopefully before ME.

Just and FYI, you only show "Funding Not Required" if you no longer need the funding and don't have a specific project in mind to transfer the funding to.

Thanks for confirming.

Janet

Janet Aird, CMA
Manager of Financial Services
City of Regina
Phone: 28(1)
Fax: 28(1)
Email: 28(1)