



REVISED AGENDA REGULAR BUSINESS MEETING OF CITY COUNCIL

Monday, July 29, 2019

1:00 p.m.

Council Chamber, City Hall

Pages

1. NATIONAL ANTHEM AND CALL TO ORDER

2. *CONFIRMATION OF AGENDA*

Recommendation

1. That the comments submitted July 26, 2019 from the NSBA be added to Item 10.5.1;
2. That the request to speak from Ms. Darlene Okemaysim-Sicotte dated July 23, 2019 be added to Item 14.1;
3. That Item 14.1 be considered after Question Period and that the following speakers be heard:
 - Karen Pelletier, RCMP - Indigenous Police Service
 - Darlene Okemaysim-Sicotte, Iskwewuk Ewichiwitochik (Women Walking Together); and
4. That the agenda be confirmed as amended.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of the Regular Business Meeting of City Council held on June 24, 2019 , be adopted.

5. PUBLIC ACKNOWLEDGMENTS

5.1 Council Members

This is a standing item on the agenda in order to provide Council Members an opportunity to provide any public acknowledgements.

6. UNFINISHED BUSINESS

7. QUESTION PERIOD

8. CONSENT AGENDA

8.1 Standing Policy Committee on Planning, Development & Community Services

8.2 Standing Policy Committee on Finance

8.3 Standing Policy Committee on Environment, Utilities & Corporate Services

8.4 Standing Policy Committee Transportation

8.5 Governance and Priorities Committee

9. COMMITTEE REPORTS

9.1 Standing Policy Committee on Planning, Development & Community Services

9.2 Standing Policy Committee on Finance

9.3 Standing Policy Committee on Environment, Utilities & Corporate Services

9.4 Standing Policy Committee Transportation

9.5 Governance and Priorities Committee

10. ADMINISTRATIVE REPORTS

10.1 Transportation & Construction

10.2 Utilities & Environment

10.3 Community Services

10.4 Saskatoon Fire

10.4.1 Acquisition of Land for Future Fire Station No. 5 [File No. CK. 4020-22]

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Approval Report

Recommendation

The Administration recommends City Council approve the following:

1. The agreement with the U of S to lease a site approximately 0.8 acre in size for a period of 25 years with an option for an additional 25 years at an annual lease rate of \$1 based on the Significant Lease Terms identified within this report;
2. The Saskatoon Fire Department's (the department) annual operating budget be the source of funding to cover the annual operating costs for the leased property plus any and all costs associated with the preparation and execution of the lease agreement; and
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

10.5 Corporate Financial Services

10.5.1 2020/2021 Multi-Year Business Plan and Budget Property Tax Options [File No. CK. 1920-1 x 1700-1]

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Decision Report

Comments - NSBA, July 26, 2019

Recommendation

That the Administration be directed to include the following in the 2020/2021 Business Plan and Budget, resulting in a revised property tax target of 3.48% in 2020 and 3.84% for 2021:

- a. Option 2 – implement a subsidized fee for civic services;
- b. Option 4 – utilize MMSW funding towards the Waste deficit;
- c. Option 6 – phase-in the Remai CBCM requirement over a longer period;
- d. Option 7 – defer the Recovery Park funding phase-in until 2023; and
- e. Option 8 – adjust the Major Transportation Funding/Bus Rapid Transit funding plan.

10.6 Strategy & Transformation

10.6.1 Council Policy on Public Engagement

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Approval Report

The Administration will provide a PowerPoint presentation.

Recommendation

That City Council approve the Council Policy on Public Engagement as attached in Appendix 2.

10.7 Human Resources

10.8 Public Policy & Government Relations

11. LEGISLATIVE REPORTS

11.1 Office of the City Clerk

11.2 Office of the City Solicitor

11.2.1 Workplace Transformation Journey: Corporate Reorganization Bylaw Amendments Group #1 - Proposed Bylaw Nos. 9588, 9589, 9591, 9592, 9593, 9594, 9595, 9596, 9597, 9598, 9599 [File No. CK. 115-12]

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Approval Report

Recommendation

That City Council consider:

1. Bylaw No. 9588, *The Amusement Tax Amendment Bylaw, 2019*;
2. Bylaw No. 9589, *The Bicycle Amendment Bylaw*,

2019;

3. Bylaw No. 9591, *The Cannabis Business License Amendment Bylaw, 2019*;
4. Bylaw No. 9592, *The Cemeteries Amendment Bylaw, 2019*;
5. Bylaw No. 9593, *The Code of Ethical Conduct Amendment Bylaw, 2019*;
6. Bylaw No. 9594, *The Election Amendment Bylaw, 2019*;
7. Bylaw No. 9595, *The Fire and Protective Services Amendment Bylaw, 2019*;
8. Bylaw No. 9596, *The Heritage Property (Approval of Alterations) Amendment Bylaw, 2019*;
9. Bylaw No. 9597, *The Low-Income Seniors Property Tax Deferral Amendment Bylaw, 2019*;
10. Bylaw No. 9598, *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2019*; and
11. Bylaw No. 9599, *The Saskatoon Licence Appeal Board Amendment Bylaw, 2019*.

11.2.2 Workplace Transformation Journey: Corporate Reorganization Bylaw Amendments Group #2 - Proposed Bylaw Nos. 9554, 9604, 9605, 9606, 9607, 9608, 9609, 9610, 9611, 9612, 9613, 9614 [File No. CK. 115-12]

95 - 120

Approval Report

Recommendation

That City Council consider:

1. Bylaw No. 9554, *The Broadway Business Improvement District Amendment Bylaw, 2019*;
2. Bylaw No. 9604, *The Discounts and Penalties Amendment Bylaw, 2019*;
3. Bylaw No. 9605, *The Downtown Business Improvement District Amendment Bylaw, 2019*;
4. Bylaw No. 9606, *The Municipal Planning Commission Amendment Bylaw, 2019*;
5. Bylaw No. 9607, *The Municipal Property Amendment Bylaw, 2019*;
6. Bylaw No. 9608, *The Municipal Wards Commission Amendment Bylaw, 2019*;

7. Bylaw No. 9609, *The Noise Amendment Bylaw, 2019*;
8. Bylaw No. 9610, *The Property Maintenance & Nuisance Abatement Amendment Bylaw, 2019*;
9. Bylaw No. 9611, *The Public Spitting, Urination and Defecation Prohibition Amendment Bylaw, 2019*;
10. Bylaw No. 9612, *The Residential Parking Program Amendment Bylaw, 2019*;
11. Bylaw No. 9613, *The Riversdale Business Improvement District Amendment Bylaw, 2019*; and
12. Bylaw No. 9614, *The Saskatoon Municipal Review Commission Amendment Bylaw, 2019*.

11.2.3 Temporary Wheelchair Accessible Taxi Licences - Proposed Bylaw 9615 [File No. CK. 307-4] 121 - 123

Approval Report

Recommendation

That City Council consider Bylaw No. 9615, *The Taxi Amendment Bylaw, 2019 (No. 3)*.

11.2.4 Proposed Bylaw Amendments – Bylaw No. 8683, The Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees of the City of Saskatoon - Proposed Bylaw 9616 [File No. CK. 175-40] 124 - 128

Approval Report

Recommendation

That City Council consider Bylaw No. 9616, *The Defined Contribution Pension Plan Amendment Bylaw, 2019*.

11.2.5 Appointment of Integrity Commissioner [File No. CK. 255-17 x 255-18] 129 - 131

Approval Report

Recommendation

1. That Mr. Randall Langgard be appointed as the City of Saskatoon's Integrity Commissioner until December 31, 2021, with an option to renew for further one-year periods;
2. That the remuneration for Mr. Langgard be set out at \$2,000.00 for 2019, \$5,000.00 for 2020 and \$2,500.00 for 2021 as an annual retainer, plus an hourly rate of

\$375.00 for investigation, education and advisory services;

3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

11.2.6 Provincial Disaster Assistance Program [File No. CK. 1860-1 x 7560-1] 132 - 133

Approval Report

Recommendation

That the City of Saskatoon apply to the Ministry of Government Relations of the Province of Saskatchewan to be designated as an Eligible Assistance Area under the Provincial Disaster Assistance Program as a result of damages caused by excessive rain which occurred on July 14, 2019.

12. OTHER REPORTS

13. INQUIRIES

14. MOTIONS (NOTICE PREVIOUSLY GIVEN)

14.1 Mayor C. Clark - National Inquiry into Missing and Murdered Indigenous Women and Girls - Calls to Justice [File No. CK. 100-10] 134 - 138

Mayor Clark provided the following notice of motion at the Regular Business Meeting of City Council held on June 24, 2019.

"That the Administration review the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls and identify options for how the City of Saskatoon can respond to the Report's Calls for Justice that are within the City's jurisdiction, in a fashion similar to the existing review that has been undertaken for the Calls to Action of the Truth and Reconciliation Commission."

Requests to speak from the following are provided:

- Karen Pelletier, RCMP - Indigenous Police Service, dated July 22, 2019; and
- Darlene Okemaysim-Sicotte, Iskwewuk Ewichiwitochik (Women Walking Together) dated July 23, 2019.

15. GIVING NOTICE

16. URGENT BUSINESS

17. IN CAMERA SESSION

**17.1 Appointment to Municipal Planning Commission (Interim Replacement)
[File No. CK. 175-16]**

*(In Camera – Consultations/Deliberations, Personal Information –
Sections 16(1)(b) and (d) and 28 LAFOIPP)*

**17.2 Call for Nominations – Federation of Canadian Municipalities (FCM)
Board Vacancy – Saskatchewan [File No. CK. 155-2]**

(In Camera – Consultations/Deliberations – Section 16(1) (b) LAFOIPP)

17.3 Organics Processing RFP [File No. CK. 7830-4-2]

*(In Camera - Economic, Financial and Other Interests - Section 17 of
LAFOIPP)*

18. RISE AND REPORT

19. ADJOURNMENT

Acquisition of Land for Future Fire Station No. 5

ISSUE

Administration is seeking approval for the execution of a long-term land lease agreement with the University of Saskatchewan (U of S) to accommodate the relocation of Fire Station No. 5 from its current location, at 421 Central Avenue, to lands owned by the U of S on Preston Avenue, north of 108th Street.

RECOMMENDATION

The Administration recommends City Council approve the following:

1. The agreement with the U of S to lease a site approximately 0.8 acre in size for a period of 25 years with an option for an additional 25 years at an annual lease rate of \$1 based on the Significant Lease Terms identified within this report;
2. The Saskatoon Fire Department's (the department) annual operating budget be the source of funding to cover the annual operating costs for the leased property plus any and all costs associated with the preparation and execution of the lease agreement.
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

BACKGROUND

Through a partnership with GIS (Geographic Information System) Mapping, the deployment analysis model has been studied. This model is a long-term statistical approach to continually analyze the department's emergency response for the entire city. As the city continues to grow, it is important to revisit deployment analysis, through response heat maps, to determine current statistical data. The department must continually re-evaluate the growth occurring in new communities and the densification in existing neighbourhoods.

The first phase of the Continuous Improvement Project was the relocation of Fire Station No. 3. The second phase, the relocation of Fire Station No. 5, continues the establishment of an effective baseline for the delivery of emergency service to the community while keeping safety of the citizens and response personnel in the forefront.

The current Fire Station No. 5, located at 421 Central Avenue, will be relocated to the site north of the Saskatoon Light & Power substation that is situated on the northeast corner of Preston Avenue and 108th Street. This provides a more optimal response model for the U of S and Varsity View; at the same time, maintaining responsive coverage to Sutherland.

DISCUSSION/ANALYSIS

Fire Chief Morgan Hackl and the City's Real Estate Services Manager have been working with the Manager of Campus Planning and Real Estate for the U of S to find a strategically-located site for the relocation of Station No. 5 while not compromising the U of S's future plans or existing operations. See Appendix 2 - Proposed Location Fire Station No. 5 - Preston & 108th Street - July 2019 for proposed site location.

As agreed between the parties, the boundaries of the new site that is to be subdivided at the City's cost are defined as:

- North Boundary - the south edge of the gravel compacted area now being used for the on-site storage of sea containers.
- South Boundary – fence line of the north edge of Saskatoon Light & Power (SL&P) substation on the corner of 108th Street and Preston Avenue.
- East Boundary – extension of the fence line on the east edge of the SL&P substation site.
- West Boundary – existing property line.

The Significant Lease Terms of the conditional agreement are:

- Subject to approval by City of Saskatoon City Council.
- Subject to approval by the U of S Board of Governors (received June 25, 2019) and Ministry of Advanced Education.
- Approximately 0.8 acres of land.
- Annual lease rate of \$1.
- Lease term of 25 years with the City having exclusive option to renew for an additional 25 years.
- Opportunity to extend for additional terms upon mutual agreement of all lease terms.
- City responsible for all connections, relocation of utility lines, and relocation of any temporary Crop Science Facilities that may be currently located on the land.
- Annual property management fee of \$2,000; increasing annually by \$100.
- U of S prior approval of site plan, architectural, signage, and landscaping.

NEXT STEPS

The approval by the U of S Board of Governors requires final approval by the Ministry of Advanced Education. The U of S has advised a letter, requesting that approval, has been sent to the Minister. It's anticipated a response will be received from the Ministry by July 31, 2019.

Once the final approved has been received, a tender will be issued for the design of the new facility, followed by a construction tender and a contract award. The anticipated start of construction is in the spring of 2020 and completion in spring of 2021.

APPENDICES

1. Current Location Fire Station No. 5 – 421 Central Avenue – July 2019
2. Proposed Location Fire Station No. 5 - Preston & 108th Street – July 2019

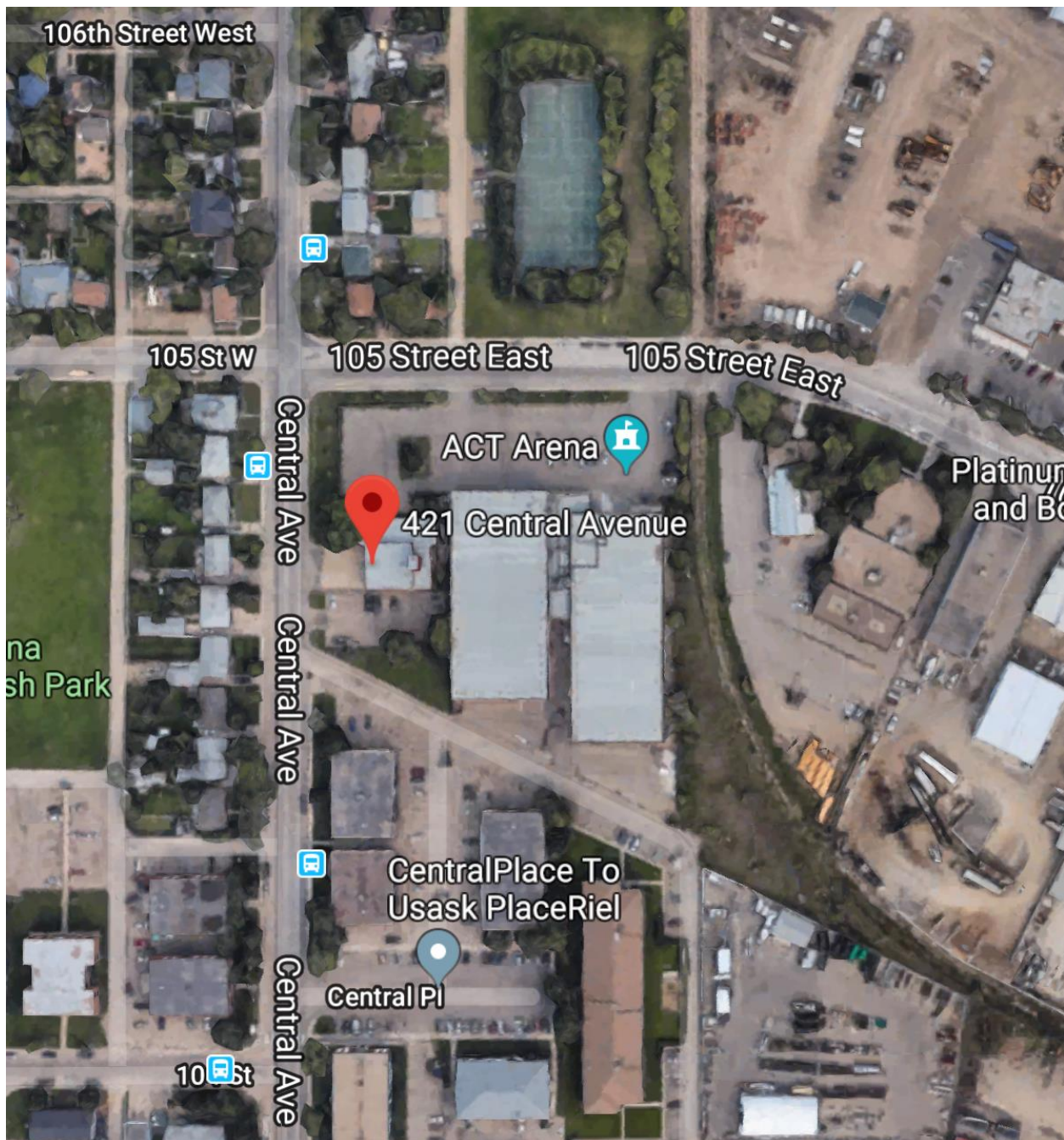
Report Approval

Written by: Morgan Hackl, Fire Chief
 Keith Pfeil, Manager, Real Estate Services

Admin Report - Acquisition of Land for Future Fire Station No. 5.docx

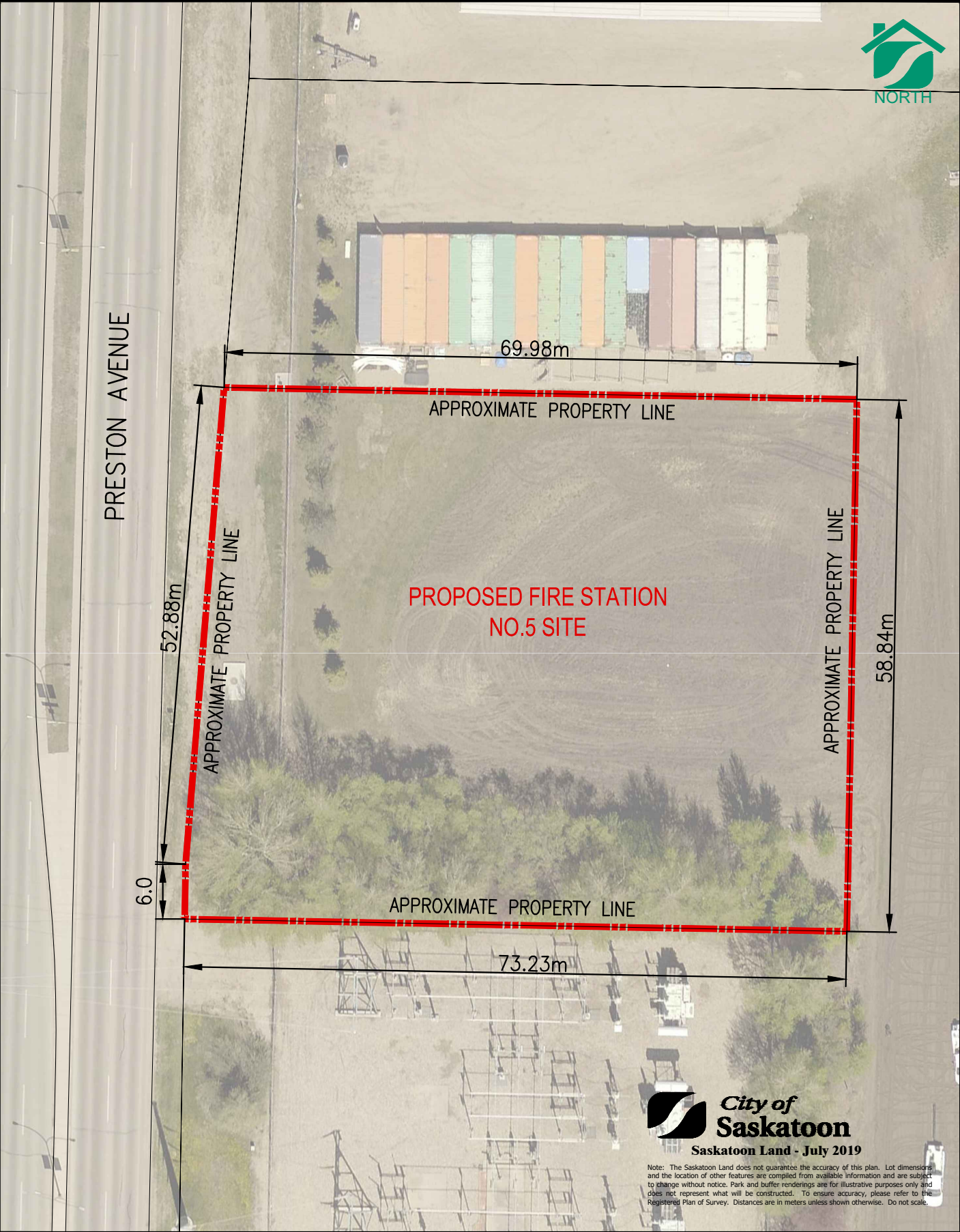
Appendix 1

Current Location Fire Station No. 5 – 421 Central Avenue – July 2019



<https://www.google.com/maps/place/421+Central+Ave,+Saskatoon,+SK+S7N+2E9/@52.1328737,-106.5972481,437m/data=!3m1!1e3!4m5!3m4!1s0x5304f406c78bef77:0xb7807088d06dca1c!8m2!3d52.1329397!4d-106.5985232>

PROPOSED FIRE HALL #5 SITE



Note: The Saskatoon Land does not guarantee the accuracy of this plan. Lot dimensions and the location of other features are compiled from available information and are subject to change without notice. Park and buffer renderings are for illustrative purposes only and does not represent what will be constructed. To ensure accuracy, please refer to the Registered Plan of Survey. Distances are in meters unless shown otherwise. Do not scale.

2020/2021 Multi-Year Business Plan and Budget Property Tax Options

ISSUE

At the June 17, 2019 Governance and Priorities Committee (Committee) meeting, the Administration presented that a 3.94% and 4.17% property tax increase for the years 2020 and 2021 respectively was required in order to maintain existing services, correct the Waste Services budget shortfall and begin the phase-in of funding required for a city-wide organics program. At this meeting, Committee directed that a lower property tax be targeted for the two years. This report provides options for the Committee to achieve the revised target.

BACKGROUND

History

At its meeting on June 17, 2019 when considering a report of the Chief Financial Officer entitled “2020 and 2021 Indicative Budget” which outlined the expenditure and revenue pressures facing the City in 2020 and 2021, Committee resolved:

“That a municipal property tax target less than the 3.94% and 4.17% be targeted for 2020 and 2021 (Option 1 as outlined in the report of the Chief Financial Officer dated June 17, 2019).”

Current Status

Since reporting the estimated 3.94% and 4.17% property tax requirements to maintain existing services with the inclusion of a 1.00% tax phase-in for each of the two years related to solid waste and organics programs, new information on SaskPower rates and Saskatoon Police Service (SPS) estimates have become available.

The Administration estimated a 6.15% and 4.50% increase in SaskPower rates for 2020 and 2021 based on previous messaging from SaskPower. Since that time, SaskPower has announced revised rate estimates of 4.60% for 2020 and 4.15% for 2021. This change in assumptions to the City’s budget creates savings on electricity usage at civic facilities and for street lighting, but also has a negative impact on the expected franchise fees from SaskPower and the grant-in-lieu (GIL) from Saskatoon Light & Power (SL&P). The overall net impact is unfavourable to the mill rate by \$479,000 in 2020 and \$182,000 in 2021 as shown below.

Item	2020	2021
Reduced Franchise Fees from SaskPower	\$188,000	\$ 53,000
Reduced GIL from SL&P	\$518,000	\$203,000
Street Lighting Savings	(\$128,000)	(\$ 46,000)
Other Reduced Electrical Costs	(\$ 99,000)	(\$ 28,000)
TOTAL	\$479,000	\$182,000

In addition to the changes from SaskPower, SPS continues to refine their budget estimates in preparation of presentation to the Board of Police Commission in the fall. Originally, SPS was estimating an increase of \$8.86 million over 2020 and 2021. However, since that original estimate, SPS has indicated that their forecasts can be lowered by \$205,400 over the two years as they continue to refine their budget. It is important to note that the estimates from SPS are preliminary and continue to be subject to future Board approval.

Overall, the impact of these two changes is a negative \$455,600 to the budget over 2020 and 2021, or equivalent to 0.19% increase to property tax. However, as the Administration continues to work through finalizing the 2020 and 2021 Business Plan and Budget, every effort will be made to offset this impact and adhere to the previously communicated 3.94% and 4.17% property tax impact in 2020 and 2021.

There will likely be other potential adjustments as more information becomes available. For example, the finalization of budgets by the various Boards and the Police Commission will be incorporated in the preliminary budget that will be released in October 2019.

For programs under the direct control of the City Manager, the Administration is proposing a number of options for consideration to reduce the property tax targeted increases as directed by Committee. Each option is discussed in more detail in this report, however, the impact of these options is summarized in the following table.

Budget Options	2020	2021
Current Revised Property Tax Estimates	3.94%	4.17%
Option 1 – Reduce the Inflation and Growth Increase to the Building Better Roads Program	(0.08%)	(0.08%)
Option 2 – Provision for Civic Services Subsidized Fee Approach	(0.03%)	-
Option 3 – Gas Tax Allocation to Organics Program	(0.13%)	(0.13%)
Option 4 – Allocate MMSW Funding Towards Waste Deficit	(0.19%)	(0.19%)
Option 5 – Defer all Bylaw/Policy Required Inflationary Allocations	(0.15%)	(0.17%)
Option 6 – Longer Phase-in of Remail CBCM	(0.04%)	(0.04%)
Option 7 – Defer Recovery Park Phase-in	(0.10%)	-
Option 8 – Major Transportation/Bus Rapid Transit Funding Plan Adjustments	(0.10%)	(0.10%)
Option 9 – Waste Deficit/Organics Program Phase-in Changes	(0.21%)	(0.21%)
Potential Property Tax Estimates	2.91%	3.25%

OPTIONS

The following options presented are independent of each other and any combination can be selected. In addition, some options can be adjusted in terms of the dollars being recommended for adjustment and are noted within the options discussion.

Option 1 – Reduce the Inflation and Growth Allocated to the Building Better Roads Program (reduction of 0.8% in each of the years 2020 and 2021)

This option would consist of reducing the current growth and inflation allocation to the Building Better Roads program in 2020 and 2021. Currently, there is \$700,000 in both 2020 and 2021 for anticipated inflation and growth requirements for a total of \$1.4 million in increased funding. This is based on increased growth estimates of 0.94% for 40 lane kilometers per year plus 1.5% for inflation. The current existing base budget for the Building Better Roads program is over \$30 million per year.

The Indicative Budget includes this \$1.4 million allocation in order to maintain the existing service level of a 20-year treatment cycle for all city roadways. It is important to note that these allocations are based on estimated growth and inflation and are subject to change regardless of the decision.

The allocation to the budget could be reduced anywhere from \$0 to \$1.4 million; however, a higher reduction increases future budget service level risks. For consideration of an option that has minimal impact to the program, a \$200,000 reduction in each of the years 2020 and 2021 would provide an overall 0.16% reduction to property taxes, or 0.08%, in each year.

Option 2 – Provision for Civic Services Subsidized Fee for Service (reduction of 0.03% in 2020)

This option would consist of reducing the currently included base budget adjustment for the City's provision of civic services and introducing a subsidized fee for service, and possibly implementing a fee for some or all special events.

Currently, the City has an annual budget of \$80,000 for the provision of civic services. The provision of civic services is defined as non-cash civic assistance for event activities of outside organizations, including the provision of garbage collection, street sweeping and equipment, such as barricades, signage, and pylons.

Since 2015, the number of outdoor special events has increased significantly and with this increase has come budgetary pressures. There were 386 event contracts created in 2015 compared to 469 in 2018, which is an increase of 22%. On average, actual costs have consistently exceeded budget by \$142,600. The current Indicative Budget for 2020 includes \$150,000 to correct this budget shortfall.

An option is to increase the budget by only \$86,000 and implement a fee for service for some or all events. Outdoor special event organizers would then be responsible to cover a portion of the cost for civic services required to support their event, although the majority of costs would still be subsidized. Some events are profit generators for the organization while others are primarily for the benefit of the community. The remaining

\$64,000, should it be covered through cost-recovery fees, would result in an average cost to each event applicant of \$136. If this option is pursued, the Administration will prepare a report on strategies and options for City Council's consideration, which will include strategies that are scalable for the size of event and cost of civic services.

Some of the advantages and disadvantages of this strategy are outlined below.

Advantages:

- Less support would be required from the mill rate.
- Special event organizers still benefit from subsidized civic services.

Disadvantages:

- Some smaller special events may not have the budget to pay for their civic services which would negatively impact their event.

This option would result in a \$64,000 decrease to the current estimates and reduce the property tax requirement in 2020 by 0.03%. However, this option can be adjusted to reduce the property tax increase anywhere from \$0 to \$150,000 (the current amount included in the estimates), or could be increased to provide full cost recovery.

Option 3 – One-Time Gas Tax Allocation to the Organics Program (reduction to property tax phase-in from reduced debt by 0.13% in each of the years 2020 and 2021)

This option provides the opportunity to apply all or a portion of the additional one-time Gas Tax payment the City will receive as part of the 2019/2020 Federal Budget to the future organics program. The correction of the current Waste deficit and implementation of a city-wide organics program currently requires a four-year property tax phase-in equivalent to 3.93%. 2020 and 2021 currently include 1.00% in each year for this purpose.

The organics program will require significant capital investment of bins and other infrastructure in order to begin operations. Currently, this infrastructure investment is proposed to be funded via borrowing and repaid with the property tax phase-in. If the Gas Tax funding was allocated to this program, the borrowing costs and associated property tax phase-ins required to repay the borrowing would both be reduced.

For context, if \$10.0 million in Gas Tax was allocated to the organics program, it would reduce borrowing costs by approximately \$1.1 million per year, and reducing the property tax requirement from 3.93% over four years to 3.48% over four years. This would reduce the proposed property tax increases by a total of 0.26%, or 0.13%, in 2020 and 2021 respectively.

It is important to note that the first 1.53% phase-in was to be allocated towards correcting of the ongoing waste services deficit. In order for this option to impact the property tax in 2020 and 2021, the entire phase-in needs to be reduced by the 0.13% per year as identified above. This means that while the waste deficit would still be fully

addressed by 2021, 2020 would see less of a correction as 0.86% would be utilized to correct the deficit instead of the originally planned 1.00%.

The City has been allocated this one-time funding of \$13.9 million from the federal government for eligible capital projects under the Gas Tax program. Using this funding for an eligible roadway program and reallocating existing funding for the organics program is a possibility, however, there are also many other initiatives and projects that could be considered for this one-time funding.

Option 4 – Allocate Multi-Material Stewardship Western Funding to the Waste Program (reduction of 0.19% in each of the years 2020 and 2021)

This option provides the opportunity to allocate up to \$906,000 of funding from the Multi-Material Stewardship Western (MMSW) Fund towards reducing the property tax phase-in required to correct the Waste operating deficit.

As part of the 2019 Business Plan and Budget, City Council allocated \$906,000 of MMSW funding towards capital initiatives which included:

- \$746,000 for a curbside organics program implementation;
- \$150,000 for industrial, commercial and institutional waste diversion planning; and
- \$10,000 for environmental grants.

As these were one-time allocations to capital projects, these funds need to be reallocated as part of the 2020 and 2021 Business Plan and Budget. City Council could choose to continue funding environmental capital projects with this funding, which would have no impact on the property tax or could allocate to help offset the funding shortfall in the Waste program.

An option to phase-in the revenue to the program over two years would allow for \$453,000 in capital funding and \$453,000 as a reduction to property taxes in 2020, and the full \$906,000 as a reduction to property taxes in 2021. This option would in effect reduce property taxes by 0.19% (or \$453,000) in each year.

The risk to this option is that it removes a source of capital funding for sustainability and environmental initiatives, such as the Green Infrastructure Implementation Plan and Biodiversity Action Plan. The MMSW funding could also potentially be used to help subsidize the Multi-Unit Recycling Program.

This option has some flexibility in the amounts allocated to capital projects and either of the 2020 and 2021 operating budgets. In essence, the amount available to reduce the mill rate ranges from \$0 to the full \$906,000.

Option 5 – Defer all Bylaw/Policy Required Inflationary Allocations to Reserves (reduction of 0.15% in 2020 and 0.17% in 2021)

An option to defer all Bylaw/Policy required inflationary allocations to reserves as required by the Capital Reserve Bylaw No. 6774 and the Reserve for Future Expenditures Policy (Council Policy C03-003) could be considered.

Currently, \$770,000 is allocated to inflationary increases in 2020 and 2021 to reserves as required in this Bylaw and Policy. This allocation includes increases to the following reserves:

1. The Albert Community Centre – Civic Major Repair Replacement Reserve
2. Parks Maintenance & Design Capital Reserve
3. Roads Maintenance – Transportation Infrastructure Reserve
4. Transportation Services – Transportation Expansion Reserve
5. Civic Buildings Comprehensive Maintenance (CBCM) Reserve

The option to defer the required contributions would mean that the impacted reserves may not be able to complete the same scope of work in 2020 and 2021 as done in 2019.

Should this option be selected the property tax requirement would be reduced by 0.32% overall, or 0.15% in 2020 and 0.17% in 2021.

This option has some flexibility in either of the 2020 and 2021 budgets, as well as the amounts being reduced ranging from \$0 to the full \$770,000 over the two-year period.

Option 6 – Phase-In the Remail Modern CBCM Contribution over a Longer Period of Time (reduction of 0.08% in 2020 and 0.04% in 2021)

Currently, the Remail Modern contributes \$450,000 on an annual basis to the CBCM Reserve which provides for ongoing capital facility maintenance and replacement requirements. As per Bylaw, the targeted contribution for this facility should be approximately \$1.0 million on an annual basis, based on the facilities value.

The current Indicative Budget includes a phase-in of \$200,000 per year in 2020 and 2021 to increase the reserve contribution from \$450,000 per year to \$850,000 per year by 2021.

An option to reduce or eliminate the phase-in to the CBCM Reserve for the Remail Modern could be considered. This option increases the risk that future significant maintenance may be required on the facility before adequate funding has been set aside.

This option has some flexibility in either of the 2020 and 2021 budgets, as well as the amounts being reduced ranging from \$0 to the full \$400,000 over the two-year period.

Option 7 – Defer Recovery Park Debt Repayment Phase-In (reduction of 0.10% in 2020)

The option allows for City Council to defer the final phase-in of required debt repayments of \$241,700 until the next budget cycle or 2022. Currently, Recovery Park has existing funding of \$865,000 per year. The remaining \$241,700 is required in order to make the required debt repayments based on the capital project approved borrowing requirements.

Since the project will not be significantly completed until 2021, City Council has the option to defer the \$241,700 until 2022 when borrowing is likely to occur. The risk with this option is that City Council may be required to phase-in operating impacts from Recovery Park as identified in the original capital project submission, which along with this required debt phase-in will put significant pressure on the 2022 property tax.

If this option is selected, the 2020 property tax estimate would be reduced by 0.10%.

Option 8 – Changes to the Major Transportation Funding Plan Phase-In (reduction of 0.10% in each of the years 2020 and 2021)

The current property tax estimates include phase-ins of \$1.0 million per year for 2020 and 2021 towards the Major Transportation Funding Plan. The overall funding plan currently requires \$1.0 million phase-ins for four years (2020 to 2023) in order to build up an appropriate base for future required debt repayments, most notably for the Bus Rapid Transit project.

An option to extend this phase-in over five years instead of four would lower the annual phase-in requirement from \$1.0 million per year for four years to \$750,000 per year for five years.

The risks associated with this strategy is that the City's debt requirements for the Bus Rapid Transit project would be slightly increased from the current projection of \$30.0 million to approximately \$31.5 million, resulting in a small increase in interest expenditures. This also spreads future phase-in requirements to 2024, at which time other financial pressures are not known.

This option would reduce the property tax requirement by 0.10% in 2020 and 2021 for a total reduction of 0.20% over the two years.

Option 9 – Changes to the Waste Program Deficit and City-wide Organics Phase-In (reduction of 0.21% in each of the years 2020 and 2021)

Currently, the property tax phase-in to correct the Waste program deficit and for the introduction of the city-wide organics program is 3.93% over four years. This phase-in has 1.00% included in each of the years 2020, 2021 and 2022 and 0.93% in 2023. This funding strategy would correct the funding shortfalls in Waste Services by 2021 and then provide enough funding to launch a city-wide organics program in 2023.

An option to spread the phase-in over a longer period of time is possible, however, this would result in the launch of the city-wide organics program being deferred past 2023.

For example, if the phase-in of the 3.93% requirement was done over five years, an annual phase-in of 0.79% would be required, reducing the property tax requirement in 2020 and 2021 by 0.42%.

If this option is selected, the Administration would need to report back regarding specific implications to the timing of the city-wide organics program.

This option has some flexibility in either of the 2020 and 2021 budgets, as well as the amounts being reduced ranging from 0% to 1% in each of the years.

RECOMMENDATION

That the Administration be directed to include the following in the 2020/2021 Business Plan and Budget, resulting in a revised property tax target of 3.48% in 2020 and 3.84% for 2021:

- a) Option 2 – implement a subsidized fee for civic services;
- b) Option 4 – utilize MMSW funding towards the Waste deficit;
- c) Option 6 – phase-in the Remail CBCM requirement over a longer period;
- d) Option 7 – defer the Recovery Park funding phase-in until 2023; and
- e) Option 8 – adjust the Major Transportation Funding/Bus Rapid Transit funding plan.

RATIONALE

There are many possible options to impact the 2020 and 2021 property tax budget. Each option has advantages and disadvantages as outlined within each option discussion. Every option is viable and could be implemented by City Council.

The Administration is recommending a set of options based on the ability to implement, has a positive impact on the mill rate, and does not have a significant long-term negative impact to service levels. This set of options is a starting point for consideration and provides some flexibility within each option.

The Administration is recommending that Options 2, 4, 6, 7 and 8 be implemented in order to decrease the current property tax estimates. If these options are implemented, the estimated property tax requirement would be reduced to 3.48% and 3.84% in 2020 and 2021 respectively. These options were recommended for a variety of reasons, including:

- There is minimal impact to current service levels and delivery.
- These options do not create significant future risk to financial or project requirements.

It is important to note that these recommendations will be adjusted for in the Preliminary Business Plan and Budget. However, at Budget Deliberations in November, City Council will have additional opportunity to reduce the property tax through review of the Business Plan and Budget comprehensive document.

ADDITIONAL IMPLICATIONS/CONSIDERATIONS

When considering the above options, it is important to note that there are always opportunities and risks that can arise through the remainder of the year. One example is the uncertainty regarding the form of the City's future carbon tax rebates. While it is relatively well-known how the City will be impacted from an operating expenditure standpoint on items like fuel and electricity charges, details surrounding how municipalities will receive the carbon tax rebate remains unclear.

Overall, the current budget estimates include \$1.6 million in carbon tax expenditure impacts and \$400,000 related to general revenues to offset these costs. Depending on how the rebate program is finalized, it is unclear if these funds can be utilized to offset general operating expenditures such as increases to public transit costs or if they must be capital project based. Therefore, the Administration is recommending maintaining the current operating budget estimate of \$400,000 until further details of the program are known.

The final version of the preliminary budget that will be brought forward by the Administration in November will include all direction from City Council received throughout the year in addition to the latest information available.

COMMUNICATION ACTIVITIES

Communication activities will continue to keep residents and other stakeholders updated on the progress of the 2020/2021 Multi-Year Budget process. Tools and channels to communicate City Council's decision on the 2020/2021 Indicative Budget will include a news release, the City's social channels and saskatoon.ca/budget.

Report Approval

Written by: Clae Hack, Director of Finance
Reviewed by: Kerry Tarasoff, Chief Financial Officer
Approved by: Jeff Jorgenson, City Manager

MYBB Property Tax Options_July 2019.docx

From: Andrew Shaw <City.Council@Saskatoon.ca>
Sent: Friday, July 26, 2019 1:09 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: multi-year_budget_property_tax_options.pdf



Submitted on Friday, July 26, 2019 - 13:09
Submitted by anonymous user: 207.47.223.29
Submitted values are:

Date: Friday, July 26, 2019
To: His Worship the Mayor and Members of City Council
First Name: Andrew
Last Name: Shaw
Email: andrew.shaw@nsbasask.com
Address: 1724 Quebec Ave, 9
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 1V9
Name of the organization or agency you are representing (if applicable): NSBA
Subject: 10.5.1 - 2020/2021 Multi-Year Business Plan and Budget Property Tax Options
Meeting (if known): City Council - July 29, 2019
Comments:
Hello,

Please receive the attached letter to City Council regarding item 10.5.1 - 2020/2021 Multi-Year Business Plan and Budget Property Tax Options on the City Council agenda for July 29, 2019.

Thanks in advance,

Andrew Shaw
Research and Policy Analyst
NSBA

Attachments:
multi-year_budget_property_tax_options.pdf: https://www.saskatoon.ca/sites/default/files/webform/multi-year_budget_property_tax_options.pdf

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/327997>



July 25, 2019

2020/21 Multi-Year Budget Property Tax Options

Phone 306.242.3060 Fax 306.242.2205

Email
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#9-1724 Quebec Avenue,
Saskatoon, SK S7K 1V9

City Council
222 Third Avenue
Saskatoon, SK
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Dear Mayor Clark and Members of City Council,

The NSBA annually submits comments on behalf of its members to City Council during deliberations on the City's annual business plan and budget. As the budget process has evolved for Administration and Council, the NSBA has also attempted to be diligent in responding at the appropriate time in the budget process where it identifies concerns. With the implementation of a multi-year business plan and budget for 2020/2021, the NSBA has been following this conversation more diligently as decisions made in 2019 will have much longer-term consequences.

At the June 17th Governance and Priorities Committee meeting, the Committee tasked the Administration to pursue a lower targeted property tax increase, correctly noting that increases at or above 4% annually are unsustainable for residents and businesses. The NSBA certainly agrees with that analysis and the direction to target a lower property tax increase for 2020 and 2021.

However, when reviewing the options proposed to achieve the directed "savings," the NSBA is concerned that none of the proposed options fall into the category of productivity enhancements/efficiencies. While the NSBA appreciates the work undertaken by Administration to produce a lower targeted property tax increase, it is our position that such measures as the ones proposed are stop-gaps and do not create genuine, long-term savings.

The NSBA would encourage City Council to target and identify systemic changes that improve efficiency and create long-term savings for the City, including analyzing how the City provides service across each of its business lines and which functions are best provided by internal staff versus external contracting. By finding these efficiencies, City Council will – in turn – have more ability to direct money towards growth and new projects that improve quality of life for our city.

The NSBA understands that the process of finding efficiencies in the City's processes is ongoing and commends the City for the efforts made in this area to date including those items highlighted in the 2018 Service, Savings, and Sustainability Report and the City's impending ERP implementation. However, this multi-year budget – being the first of its kind in Saskatoon – offers an opportunity for City Council to take a deep dive and identify further efficiencies to be achieved over the course of the budget term.

As always, the NSBA is willing to answer any and all questions relating to this letter and hope to assist City Council and Administration in the quest to find efficiencies moving forward.

.../2



SASKATOON'S BUSINESS ASSOCIATION



July 25, 2019

2020/21 Multi-Year Budget Property Tax Options

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Sincerely,

A handwritten signature in black ink, appearing to read 'Keith Moen', with a long horizontal stroke extending to the right.

Keith Moen
Executive Director



SASKATOON'S BUSINESS ASSOCIATION

Council Policy on Public Engagement

ISSUE

The City of Saskatoon established a Risk-Based Management (RBM) Program to provide a systematic, proactive and ongoing process to understand and manage risk and uncertainty. One of the high priority risks identified during that process was, “the City’s engagement and communications initiatives and opportunities may not be effectively reaching its citizens.” This report proposes the adoption of a Council Policy on Public Engagement to help mitigate this risk.

RECOMMENDATION

That City Council approve the Council Policy on Public Engagement as attached in Appendix 2.

BACKGROUND

In July 2004, Saskatoon City Council adopted a Public Participation Strategy for Community Initiatives and Land Use Development. The strategy document includes a definition, purpose, principles, outcomes, what the stakeholders and public can expect, and general guidelines and checklists for staff.

In 2006, City Council received a report outlining a Community Engagement Program and Resources. And in December 2009, City Council adopted a community engagement plan for the City of Saskatoon’s Community Visioning Initiative with a coordinated corporate approach to community engagement.

City Council, at its meeting held on September 25, 2017, considered a report called, An Overview of the Communications Division. As part of the follow-up, it was noted that a further report will be completed to provide a more comprehensive review of community engagement including best practices, expectation of City Council and the public, and the potential for a City Council Engagement Policy.

City Council, at its meeting held on June 25 & 26, 2018, considered a report called Motion – Councillor D. Hill (November 20, 2017) Development of a Community Engagement Policy for Saskatoon Light & Power . Administration outlined an overview of a new Community Engagement Procedure for Saskatoon Light & Power – Infrastructure Projects. The procedure was developed to allow Administration the flexibility to update it when necessary so that the procedure is reflective and up to date with the changing engagement needs of our community, and the narrow scope of the issue in question suggested that a Council policy was not necessary.

DISCUSSION/ANALYSIS

As outlined in the background section, the City has taken a more informal approach to public engagement with a focus on tools and tactics, as opposed to strategies and outcomes. The growing complexity of municipal public policy issues, combined with the integration of new technologies and globalization of knowledge is changing how citizens interact with cities and provide input on those complex issues. These changing expectations strongly suggest that the City requires a more strategic approach to public engagement.

This was confirmed in late 2014, when the City established a Risk-Based Management (RBM) Program where one of the high priority risks identified was, “the City’s engagement and communications initiatives and opportunities may not be effectively reaching its citizens.” Simply, the Public Participation Strategy adopted by City Council almost two decades ago no longer reflects today’s realities.

To put this in a broader perspective, Appendix 1, Considerations for Modernizing Public Engagement at the City of Saskatoon, provides a discussion paper on public engagement. It explains what public engagement is and is not, and how it can be used effectively to obtain citizen and stakeholder inputs on public policy issues.

More importantly, it also highlights the various approaches that Canadian cities are using to establish a clear understanding of citizen and Council expectations about public engagement. The document shows that a common strategic approach is the adoption of a council policy on public engagement.

Given the perspective and the findings in Appendix 1, Administration is proposing that the City replace the dated Public Engagement Strategy with a more formal and strategic Council on Public Engagement that aims to more effectively:

- a) Recognize and affirm the City’s commitment to public engagement;
- b) Support and encourage community members and stakeholders to become more involved in municipal decisions;
- c) Encourage public engagement as a source for better understanding of the strength and diversity of public opinion and public value;
- d) Provide clear and consistent direction for public participation so Administration, Council, and the public know what to expect;
- e) Provide clear descriptions for the roles of Administration and Council and on the public engagement processes;
- f) Provide support to staff in the creation, execution, evaluation and reporting on engagement strategies;
- g) Promote open, transparent and participatory engagement that allows room for diverse perspectives and new solutions to improve the quality and sustainability of decisions by recognizing and communicating the needs and interests of all participants, including the decision makers; and
- h) Positively benefit the substance, transparency, legitimacy, and fairness of policy development and the general view of government.

A draft Council Policy on Public Engagement is found in Appendix 2. The policy has been drafted in such a way to support the preceding points. It is not meant to be a detailed implementation plan, but rather, a more strategic and outcomes based approach that proposes to establish City Council's general position on public engagement.

Despite the lack of a formal council policy on public engagement, the City's Communications & Public Engagement Division has implemented several initiatives: (a) greater support for active engagement projects, (b) developing a stakeholder management strategy, and (c) creating public engagement procedures.

Nonetheless, there is still a strong need to continue to improve engagement by the City. This is demonstrated by the results of the 2018 Civic Satisfaction & Performance Survey and the Civic Services Survey: Performance, Priorities & Preferences.

Public Engagement	Performance Measure	2018 Performance
	City of Saskatoon does enough to get public input on decisions it makes. (Strategy)	53% Telephone 45% Online = 49%
	The City provides meaningful opportunities to participate in engagement activities (Engagement Plan/Execution)	87% Telephone 79% Online =83%
	The City communicates how it will use public input to help make its decisions (Reporting Out)	68% Telephone 55% Online =62%

There are no budgetary implications as a result of approving this policy. Any additional engagement resources will be addressed through future business plan and budgeting processes.

NEXT STEPS

Once a Council Policy on Public Engagement has been adopted by City Council, Administration will continue to evolve the Public Engagement Framework as it relates to Administrative Procedures. This will include:

1. Standardization of Public Engagement Internal Procedures
 - a. Project Intake Process;
 - b. Engagement Strategy, Plan and Execution;
 - c. Expanding Research & Analytics Capabilities;
 - d. Engagement Evaluation;
 - e. Engagement Reporting Process; and
 - f. Engagement Training Modules.

2. Developing Internal Engagement Strategies

- a. Stakeholder Management;
 - b. Citizen Advisory Panels; and
 - c. Online Engagement.
- 3. Enhancing External Procedures for Public Engagement
 - a. Engagement notices;
 - b. Engage webpage; and
 - c. Support Divisions on active engagement projects.

APPENDICES

- 1. Considerations for Modernizing Public Engagement at the City of Saskatoon - Discussion Paper, July 17, 2019
- 2. Draft Council Policy on Public Engagement

Report Approval

Written by: Dazawray Landrie-Parker, Public Engagement Manager
Mike Jordan, Director of Public Policy & Government Relations

Reviewed by: Carla M. Blumers, Director of Communications & Public Engagement

Approved by: Dan Willems, Interim Chief Strategy & Transformation Officer

Admin Report - Council Policy on Public Engagement.docx



Considerations for Modernizing Public Engagement at the City of Saskatoon

Discussion Paper
July 17, 2019



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1 Introduction

In late 2014, the City of Saskatoon (COS) established a Risk-Based Management (RBM) Program to provide “a systematic, proactive and ongoing process to understand and manage risk and uncertainty...” (COS, 2014, p. 2). Following the adoption of the RBM program, the City conducted a strategic risk assessment to identify high, medium and low priority risks.

One of the high priority risks identified during that process was, “the City’s engagement and communications initiatives and opportunities may not be effectively reaching its citizens.” (COS, 2017b, p. 21)

Since that time, the City of Saskatoon’s Communications & Public Engagement Division completed a report to City Council in September 2017 providing an Overview of Communications outlining the evolution of the Division, our role and functions, how we compare to other cities and a 2018 resource plan. In addition, a number of implements have been made to support active engagement projects, developing a stakeholder management strategy, and creating public engagement procedures.

However, there is still a strong need to continue to improve engagement as demonstrated by the results presented in Table 1 of the 2018 Civic Satisfaction & Performance Survey and the Civic Services Survey: Performance, Priorities & Preferences.

Table 1: Public Engagement Results

	Performance Measure	2018 Performance
Public Engagement	City of Saskatoon does enough to get public input on decisions it makes. (Strategy)	53% Telephone 45% Online = 49%
	The City provides meaningful opportunities to participate in engagement activities (Engagement Plan/Execution)	87% Telephone 79% Online =83%
	The City communicates how it will use public input to help make its decisions (Reporting Out)	68% Telephone 55% Online =62%

Data from the City of Saskatoon 2018 Civic Satisfaction & Performance Survey and the Civic Services Survey: Performance, Priorities & Preferences.

Fundamentally, a public engagement process will encourage transparency, gather input from residents and stakeholders to enhance the project, and communicate how this input has influenced the outcome.

Decisions at the local government’s level affect the daily lives of community members more than other levels of government, creating increased expectations around decision making, prioritizing, and opportunity creation. Council and Administration require input from residents and stakeholders in order to adequately weigh the facts, data, options, public value and trade-offs. To increase the likelihood of suitable decision making, it is critical that Council and Administration are consistently seeking out and hearing input from residents and stakeholders.

Therefore, the purpose of this position paper is to identify a path forward as it relates to a Council Public Engagement Policy and an Administrative Framework. To provide appropriate context and analysis the remainder of this document is organized as follows:

- Section II provides a common understanding of the important role of public engagement for the City of Saskatoon. We have the potential to utilize our citizens as a partner and vital resource in the decision making process.
- Section III provides background information on the history of public engagement at the City of Saskatoon and our current state.
- Section IV provides a comparison of public engagement in other jurisdictions as it relates to policies, procedures and reporting structures.
- Section V outlines a path forward, and proposes recommendations to improve the City's efforts to engage Saskatoon citizens based on municipal best practices.

2 Public Engagement Overview

2.1 Public Engagement Terminology

One of the challenges when discussing public engagement is the variety of similar terms used by different municipalities, organizations, and scholars. These terms include public participation, public engagement, and community engagement. This section defines and distinguishes between the different terms.

Public Participation: “Public participation is an umbrella term that describes the activities by which people’s concerns, needs, interests, and values are incorporated into decisions and actions on public matters and issues.” (Nabatchi & Leighninger, 2015, p. 14)

Public Engagement: “Refers to a variety of in-person and online methods for bringing people together to address issues of public importance. Public engagement is more specific than ‘civic engagement,’ which generally refers to the public’s role in civil society (Bingham, 2010), and ‘stakeholder engagement,’ which does not necessarily involve members of the lay public.” (Nabatchi & Amsler, 2014, p. 65S)

Community Engagement: “Community engagement is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It is a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices.” (*COPR Role of the Public in Research Work Group*, 2008)

All of these definitions are similar in the sense that they describe a process by which people influence changes or decisions. This is a critical distinction, since the term “engagement” is also often used to describe interactions between individuals and organizations (often through social media) but these interactions are rarely connected to a decision-making process.

2.2 What is Public Engagement?

From the terminology described in subsection 2.1, we can say that Public Engagement includes formal and informal interactions ranging from information sharing to more active consultation through to collaboration in the decision making processes. Applying this in a city context, the amount of influence residents and stakeholders have on decision making increases in accordance with the level of engagement but responsibility for final decisions typically remains with City Council.

Effective engagement that is open, transparent and participatory allows room for diverse perspectives and new solutions to improve the quality of decisions. More clearly:

- Engagement is...
 - about meaningful participation
 - connected to a decision
 - about providing decision makers with a variety of perspectives to consider
 - gaining valuable input from stakeholders
 - required if certain criteria are met
 - about building social capital
 - informed decision making
- Engagement should be...
 - inclusive to involve those who are affected by a policy in the decision-making process
 - meant to positively benefit the substance, transparency, legitimacy, and fairness of policy development and the general view of government
 - both proactive and reactive, it can be a strategy to proceed anticipated change or resistance to change or it can be used as a tool to react to immediate political peril, an opportunity of a policy window, or because of other concerns or frustrations with the policy making process
- Engagement is not...
 - "checking a box"
 - simply to inform and/or educate
 - about creating or producing consensus or project buy-in or project endorsement
 - one-way communication
 - needed for every project

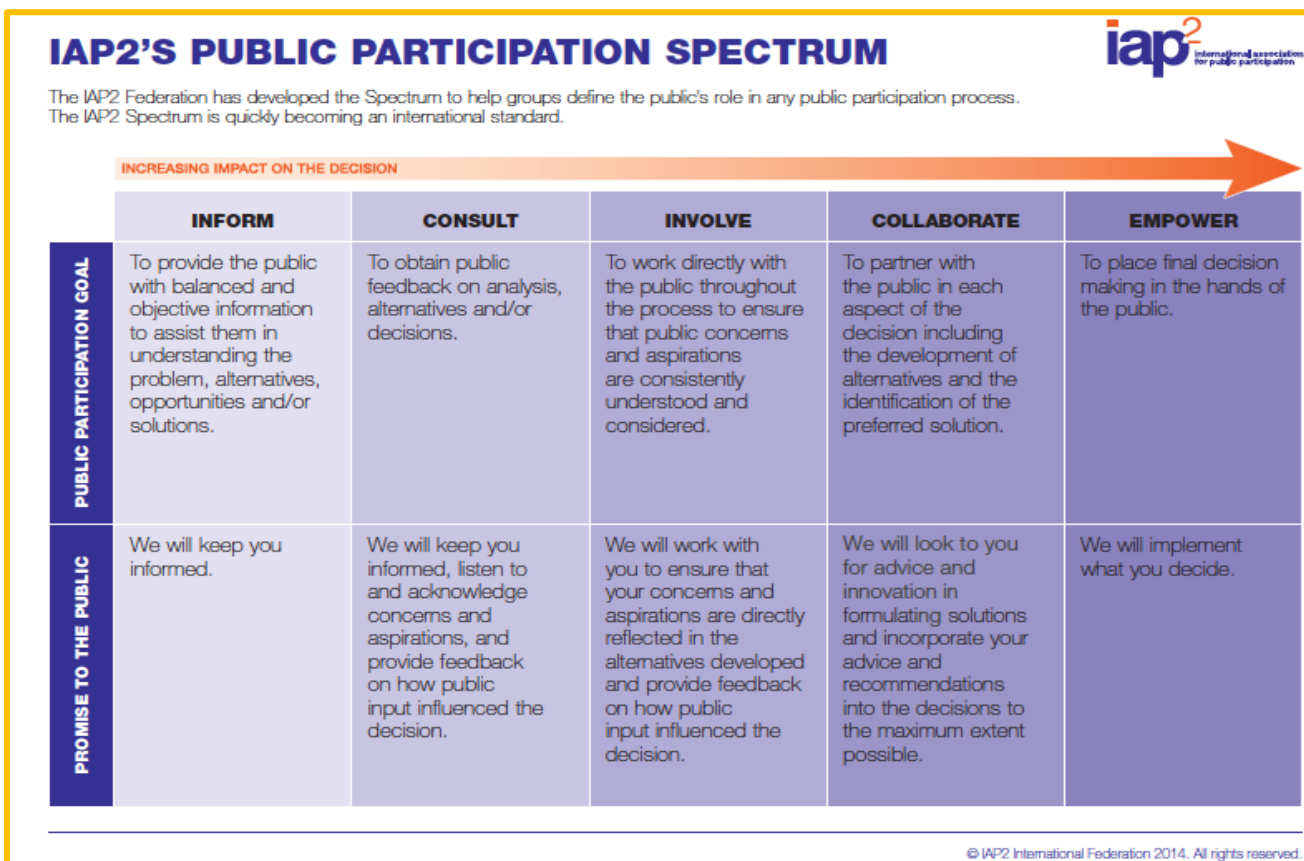
2.3 Engagement Spectrum

In the early 2000's there was a shift in language from 'public participation' to 'community engagement' (Ross, Baldwin, & Carter, 2016). The International Association of Public Participation (IAP2, <http://iap2.org>), an international leader in public participation, continues to use the terms 'public participation' and 'community engagement' interchangeably. IAP2 defines public participation as involving "those who are affected by a decision in the decision-making process. It promotes sustainable decisions by providing participants with the information they need to be involved in a meaningful way, and it communicates to participants how their input affects the decision. The practice of public participation might involve public meetings, surveys, open houses, workshops, polling, citizen's advisory committees and other forms of direct involvement with the public."

Ross, Baldwin, and Carter (2016) note that when distinctions are made between community engagement and public participation, public participation is often more specific, whereas community engagement tends to be more general and longer term. For the purposes of this paper, we use the terms public participation and community engagement interchangeably.

IAP2 designed a spectrum of public participation identified in Figure 1 “to help groups define the public’s role in any public engagement process” (IAP2, 2014).

Figure 1: IAP2’s Public Participation Spectrum



Reprinted from International Association for Public Participation (2014).

The spectrum includes five categories of public participation process: informing, consulting, involving, collaborating and empowering the public. Each of these categories has clear objectives and are linked to increasing participatory forms and public commitment. This spectrum is the international standard for public participation (IAP2, 2014). Many governments in Canada and worldwide have adopted or adapted this framework.

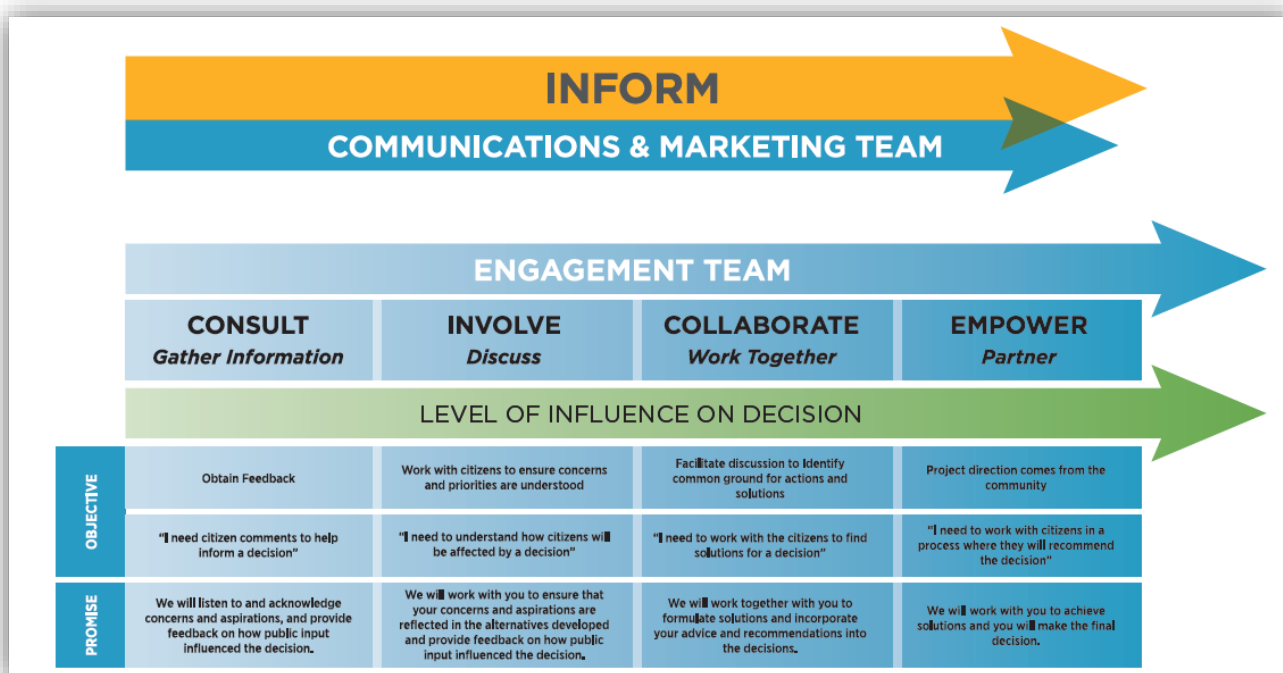
The spectrum is not meant to place a value judgement on one level over another. It is also not intended to be a linear tool because in one project there may be different stakeholders who are engaged at

different levels, at different times, all within the same overall strategy. Additionally, new information or learning might change the level of participation in the process partway through.

Since the 1990s, government around the world have adopted variations of this spectrum for their own uses and needs. One of the adaptations made by the City of Saskatoon is to pull out the “inform” level and put it across the top in a yellow arrow, to represent how informing happens throughout the entire engagement process. The City’s approach is illustrated in Figure 2.

This version adds further context to the objectives as well as role clarity for the City. Most significantly, it places the inform level as a separate and concurrent feature to each level of the engagement spectrum. This approach is common among other municipalities, as a way of noting that the informing function must happen throughout any engagement process, regardless of how it happens, but that it is not considered engagement in and of itself.

Figure 2: City of Saskatoon Public Engagement Spectrum



Adapted from International Association for Public Participation (2014).

The City's approach shows how communications and marketing are not only a key ingredient but also integral to the success of engagement. As we move up the spectrum, the level of influence on the decision increases, represented by the green arrow.¹

¹ Please note that one project can be at many different points on the spectrum throughout its lifespan-or even at the same time (ie. different stakeholder groups or audiences being at different levels, even simultaneously).

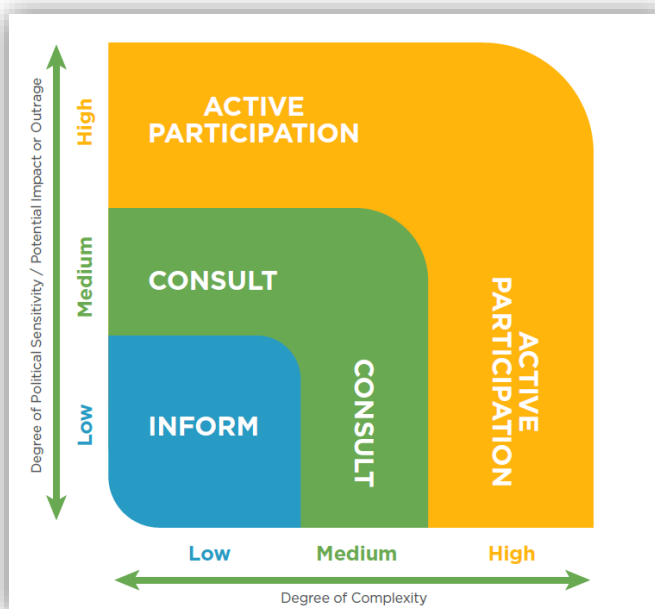
2.4 Engagement Complexity

There is an ongoing conversation within the public participation community about updating the IAP2 spectrum, as it has not significantly changed since the early 1990s while the practice has evolved since that time. The IAP2 Spectrum is often presented as if decision-makers have control when in reality, communities and individuals have power to change a situation regardless of what Administration might like. It can also be used to impose one organization's expectations on participants rather than opening up a conversation about how affected individuals and communities want to participate. At times the spectrum can perpetuate patterns of marginalization and reinforce power imbalances. More bluntly, it does not enable a more holistic, community-building approach. And finally, the spectrum does not take into account factors including risk, complexity, controversy, and potential outrage, which may require higher levels of participation than initially thought.

These key critiques must be considered and mitigated when developing an engagement strategy. Figure 3 offers a version of an Engagement Complexity Matrix. This adaptation is from the consulting firm Dialogue Partners. Its usefulness comes from the fact that it simplifies the levels into three core categories, but maps them onto the level of complexity and degree of political sensitivity/impact or outrage involved to add nuance to the approach.

The bottom **x axis** speaks to the degree of complexity from low to high. Complexity is how complicated the project is. For example, highly complex projects have many different moving parts that are interacting with each other, often have many unknowns, many people involved, and large scopes. Whereas, the side **y axis** is about the level of political sensitivity that comes with this project, and the level of possible outrage you could expect from those who are highly impacted.

Figure 3: Engagement Complexity Matrix



Adapted from the consulting firm Dialogue Partners.

2.5 Why Engage?

Before discussing approaches to community engagement, it is important to consider why we engage in the first place. Public participation is not just about producing consensus, but rather about building social capital while engaging the public and ensuring that policy development and decision making is informed (Berkes, 2009; Cuff, 2007; Putnam, 1995; Landrie-Parker, 2018). At minimum, public participation is about involving those who are affected by a policy in the decision-making process. This corresponds with the “all affected interests principle” of democratic theory, by which “those affected by a decision ought to have a chance to take part in shaping that decision” (MASS LBP, 2017 p. 10). In the language of community organizing, this is termed “nothing about us, without us.”

Lukensmeyer and Torres (2006) explain that governments also engage as a way to promote citizenship and have “positive benefits to the substance, transparency, legitimacy, and fairness of policy development as well as the general view of government held by citizens” (as cited in Nabatchi & Amsler, 2014, p. 70S). Nabatchi and Amsler (2014) explain that it is just as likely, however, that government uses engagement “as a reaction to an immediate political peril, to seize the opportunity of a policy window, or because of other concerns or frustrations with the policy making process. For example, government officials may use engagement to help break deadlocked decision-making bodies or to generate some political (and public) will for making unpopular policy decisions on difficult issues” (p.70S). This indicates that engagement can be both proactive and reactive, and can be used as a political tool – not without consequences. However, there is a risk that citizens will see through these efforts as a form of posturing or manipulation.

With an understanding of the rationales used to support public participation, this paper now considers the key outcomes or benefits of engaging community members in decision-making. Table 2 summarizes the beneficial outcomes that can arise from meaningful public participation. These outcomes are described at individual (citizen), collective (community), and institutional (government or organization) levels.

Table 2: Desired Outcomes

Individual	Collective	Institutional
Increases knowledge and the robustness of individual opinions.	Leads to better understanding of social issues.	Positive benefits to the substance, transparency, legitimacy, and fairness of policy development.
Fosters trust, cultivates civic skills such as political efficacy and public spiritiveness, increases likelihood of future participation in politics and communities, and improves citizens' perceptions about the legitimacy of democratic processes.	Helps build capacity to understand and address social issues and problems by cultivating social capital, fostering leadership or individual and organizational commitment and ability to solve problems, and increasing access to resources.	Increases public justification for policy options, and fosters policy consensus, which in turn improves the justice of decisions, eases implementation, and increases the effectiveness of public action.
Exposes people to a greater diversity of ideas leading to more open-mindedness, learning more from others, and engaging in a deeper consideration of issues; enabling people to become more "other-regarding" by developing empathy and tolerance.	Collaboration can help resolve community-based issues, such as the micro-politics of conflict over service provision, land-use planning and infrastructure projects.	Easier implementation especially when the problem requires individual actions, behavioral changes, or small group efforts on a large scale. For example, a city can enact a recycling policy, but if people lack the knowledge or incentive to recycle, it will fail.

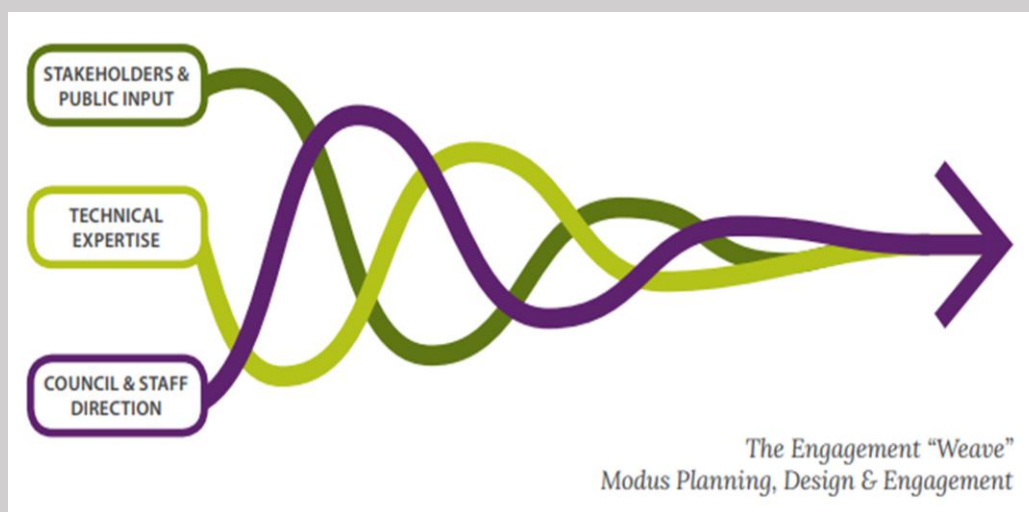
Adapted from Nabatchi and Amsler (2014); Ryfe, and Stalsburg (2012, p. 23); Mansbridge (1995); Pateman (1970); Pincock (2012); Yankelovich (1991); Kinney (2012); Mathews (1994); Hemmati (2002); Innes and Booher (2004); Head (2007); Barrett et al. (2012); Elster (1998); Fung (2003, 2005); and Lukensmeyer & Torres (2006, p. 5).

2.6 How to Engage?

Public Participation experts Nabatchi and Leighninger (2015) remind us that “to realize the full potential of participation, we need to focus on what citizens actually want: problem solving, civility, and community. If we start with these goals in mind, it becomes easier to understand why official avenues for engagement do not appeal to the public” (p. 5-6). Unfortunately, many of our conventional mechanisms and approaches to engagement are unable to live up to the goals of problem-solving, civility, and community. In order to achieve the benefits and desired outcomes of engagement, Nabatchi and Leighninger argue that governments must have a “robust participation infrastructure.” This includes: “the laws, processes, institutions, and associations that support regular opportunities for people to connect with each other, solve problems, make decisions, and celebrate community” (p. 6). The next section of the paper outlines values, criteria, and process considerations for the creations of such infrastructure. It also expands on the key barriers and opportunities to providing effective engagement.

Who to Engage? The Engagement Weave

Governments conduct public engagement to involve people in decisions that will ultimately affect their lives. This can bring powerful benefits and insight, but is just one of several important streams of information, and requires collaboration between community members and stakeholders, technical experts, and policy-makers. This engagement “weave” diagram shows how these different groups work together over time to move from the general to the specific, finding consensus and agreement by working together. Information and ideas from all of these streams should interact, leading to learning, shared insights and the emergence of new ideas throughout a project or process. No single input, comment, or activity determines the outcome, and Council (as the elected decision-makers) ultimately reserve the right to decide as they see fit.



Reprinted from City of Pitt Meadows (2017. p. 6).

2.7 Engagement Values

Meaningful public engagement processes are grounded in a set of guiding principles or core values. To accompany the Participation Spectrum, IAP2 has also developed a set of core values that are widely accepted as the basis for 'good engagement.' The values are based on the belief that people who are affected by a decision should be involved in the decision-making process and that their contribution to this process will influence the final decision. The IAP2 values posit that public participation:

- is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process;
- includes the promise that the public's contribution will influence the decision;
- promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers;
- seeks out and facilitates the involvement of those potentially affected by or interested in a decision;
- seeks input from participants in designing how they participate;
- provides participants with the information they need to participate in a meaningful way; and
- communicates to participants how their input affected the decision. (IAP2, 2017)

Moro (2005) sets the criteria presented in Table 3 by which to measure good public participation. Good participation must add value, empower publics, improve social trust and social capital, and must have sufficient public involvement. Trust and social capital are key components of successful public participation. Trust is a determinate of success, which assists in the networking and relationship building. Social capital is integral in cooperation and collaboration.

Table 3: Criteria for Good Public Participation

Value Added	
Effectiveness	Better achievement of the goals and objectives.
Efficiency	Efficiencies that save time, money, social tensions, and so on.
Impact	Wider, deeper and more permanent effects on target situations and subjects.
Pertinence	Greater relevance to the issues dealt with by the policy.
Empower	
Problem solving	The value people get from being empowered to solve the issues they face.
Awareness	Increased awareness by involving public in decision making.
Social Trust & Social Capital	
Trust	Future assumptions based on the actions of others.
Capital	The strength of the norms and social networks that influence society.
Public Involvement	
Quantity	Relative to the situation.
Frequency	The frequency and intensity of public involvement vary person to person.
Forms and tools	The forms and tools used in public involvement cross a large spectrum, some more likely to garner public involvement.

Adapted from Moro (2005).

Within these criteria, various characteristics that would influence the success of the participation process can be identified. These characteristics include "representativeness, independence of participants, early involvement, influence on final policy, transparency of process to the public, process

criteria, resource accessibility, structured decision making, and cost effectiveness” (Hurlbert, 2014, p. 60). These characteristics involve an adaptable, engaged, early and long-term public participation process that encourages shared knowledge production and a shared understanding of the issues. The more authentic the public participation process, the more transparent the decision-making process, therefore creating transparency and increasing trust and confidence.

In any public participation process, the largest hurdle to cross is differing expectations from participants and organizers. These include expectations of process design, decision-making power, analysis and evaluation (Shipley & Utz, 2012). Decision-making is rarely linear but rather iterative. Therefore, decision making processes require an iterative and adaptive process.

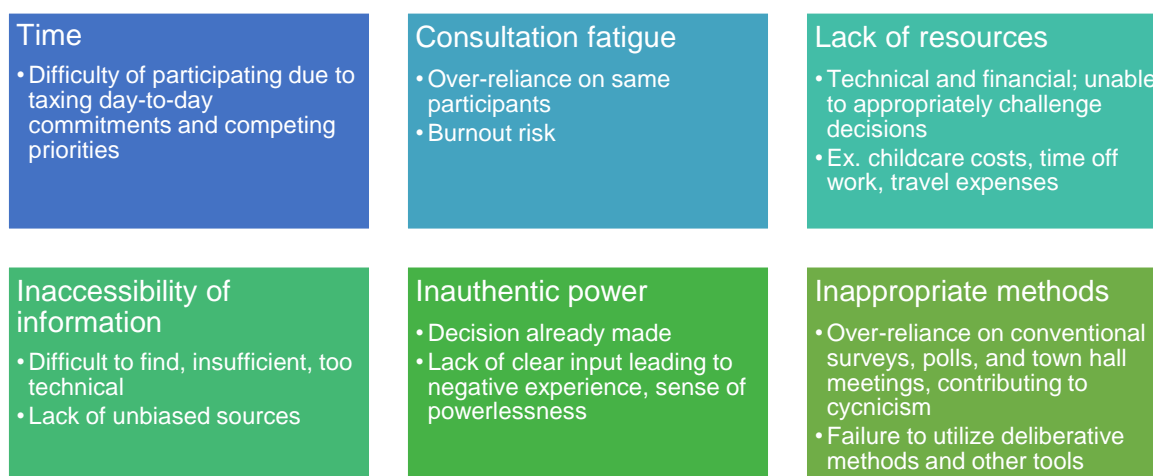
It is imperative that the design of an engagement plan includes:

- Description of why community engagement is required and the desired outcomes (ex. exploration, conflict resolution, decision making or collaborative action. (Nabatchi & Amsler, 2014)
- Method of participation and analysis of intended participants, ensuring that the methods selected do not limit access to the engagement activity. (Nabatchi & Amsler, 2014; Webler & Tuler, 2002)
- Approach to participant recruitment; voluntary self-selection, random selection, targeted, and incentive-based recruitment can be used individually or in combination with each other (Nabatchi & Amsler, 2014). Each strategy has potential benefits and deficits.
- Materials and information provided in an accessible format and language, to encourage informed decision making.
- Resourcing, including definition of roles and responsibilities.
- Well-developed evaluation measures and processes.

That said, once again emphasis is on the importance of having an adaptive approach and modifying the plan based on emerging needs and new realities.

Figure 4 outlines six common barriers that must be considered during the development of any engagement plan. A comprehensive engagement process needs to identify barriers to engagement and include strategies for addressing these barriers.

Figure 4: Barriers to engagement



Adapted from Diduck and Sinclair (2002); Land-Murphy (2009); Shipley and Utz (2012); and Nabatchi and Leighninger, (2015, p. 267).

It is also worth mentioning the barriers perceived by government officials. These include:

- Finding adequate time, money, and resources for engagement;
- Engagement making it more difficult to broker compromises; and
- Requiring them to “interact with an uninformed, hostile, and disrespectful public.” (Nabatchi & Amsler, 2014, p. 75S)

Given the principles and framework for engagement the next section of this document reviews how they are applied in a local government context. Specifically, the next section of the document explains how this framework is applied at the City of Saskatoon.

3 Public Engagement and the City of Saskatoon

3.1 Background

In July 2004 Saskatoon City Council adopted a Public Participation Strategy for Community Initiatives and Land Use Development (refer to Attachment 1 – Local Area Plans Implementation Schedule

Enhanced Citizen Participation and Consultation Model Proposal and Enquiry – Council Swystun – CK.4000-1). The strategy document includes a definition, purpose, principles, outcomes, what the stakeholders and public can expect, and general guidelines and checklists for staff.

In September 2006, City Council received a Community Engagement report from Administration (File No. LS4110-1 and CK230-1) outlining a Community Engagement program that consists of resources for Administration (brochures, manuals and training), resources the Community (brochures, logos, and website) and A guide to City Planning & Development in Saskatoon.

In December 2009 City Council adopted a community engagement plan for the City of Saskatoon's Community Visioning initiative (File No. CK. 4350-62 and CC 100-1). In coordination with this Initiative, the City of Saskatoon implemented a coordinated corporate approach to community engagement. A Community Engagement Coordination Team, which was in existence at that time, reviewed all proposed projects to incorporate the timing and implementation with the Community Visioning initiative.

Of course, citizen expectations change and evolve over time. These evolving expectations are driven in part by a globalization of knowledge, emerging technologies and competing demands for people's time. This suggests, then, that the Public Participation Strategy adopted in July 2004 over a decade ago no longer reflects these new realities.

In September 2017, City Council received a report from Administration providing An Overview of the Communications Division (File No. CK. 230-1; CP. 0365.005). The purpose of this report was to provide an overview of the Communications Division including the history, current state, a comparison to other cities and a look forward at emerging trends and needs. The objective is to provide Committee with a thorough understanding about the role, functions, and work of the Communications Division, along with known existing and emerging challenges and opportunities.

The report identified that new and effective methods for public engagement are being used, so the City of Saskatoon engagement model should reflect this changing environment. The 2018 Civic Services Survey results indicate there is a strong need for improving public engagement and that our current approach no longer meets these changing expectations. It is no longer perceived to be effective by citizens or internally at the City of Saskatoon; therefore, the process approved in 2004 and again in 2009 needs to be reconsidered.

3.2 Current State

As a result of the report received by City Council in September 2017, the City of Saskatoon created a Public Engagement Section, within the Communications Division of Corporate Performance. This was the initial step in developing and building a more sustainable structure to support public engagement throughout the corporation. As of June 2019, the Section includes a Public Engagement Manager and one permanent Public Engagement Consultant. There are also two temporary Public Engagement Consultants dedicated to providing engagement support to the Growth Plan and various Environmental initiatives.

With this small incremental increase in engagement capacity, the corporation still remains heavily reliant on staff within the various divisions to manage the majority of the City's public engagement activities on a daily basis. Most of these staff come from varied backgrounds (engineers,

communications, marketing, planners, etc.) and have not necessarily been formally trained in engagement, particularly for deeper and more deliberative forms of engagement on complicated projects. There is a need for greater coordination and consistency among the projects, and for shared standards of practice to ensure that engagement is authentic, purposeful, and appropriate. There is a significant opportunity to provide training and resources to these staff members, while continuing to add staff resources to the Engagement Section.

In addition to the structure and capacity to support public engagement,

Table 4 outlines additional achievements of the Public Engagement Section in its first year of operation.

Table 4: Public Engagement Section

Item	Description
Support to divisions on active engagement projects	Over 20 projects across the corporation, working closely with projects such as the Unified Waste Utility/Curbside Organics, Climate Change Mitigation, Naming the North Commuter Parkway, Bus Rapid Transit, and Multi-Year Business Plan & Budget
Initial work has started on a for improved stakeholder management.	Promotion and management of online Citizen Advisory Panel group, creation of the Indigenous Technical Advisory Group and collaboration on the U of S Memorandum of Understanding.
Building public engagement procedures	A new Engage program identifier was created to increase public awareness and an Engage page was created at www.saskatoon.ca/engage to make it easier for the public to find engagement opportunities. A City engagement calendar is now regularly updated and monitored, with weekly emails sent to Council, Administrative Leadership Team, and others every Monday. A Community Engagement Procedure for Saskatoon Light & Power Infrastructure Projects has been established. Additionally, standard templates and tools have been developed, including engagement plans, intake assessments, evaluation forms, stakeholder maps, and project tracking an internal training program has been piloted within the corporation. Various improvements have been made for online surveys and online mailing lists.
Improved tracking for analytics	Tracking system for active engagement projects, activities, and participant numbers

However, as mentioned earlier, engagement is identified as a corporate risk (COS, 2016, 2017b). This risk is generally derived from the notion that City Divisions are implementing their own, disjointed engagement activities, resulting in a lack of coordination and creating the potential for duplication of efforts. The Strategic Risk Register further explains that there is an expectation gap between citizens and the City that may be leading to dissatisfaction with services caused in part by outdated and

ineffective initiatives, and a reluctance to change. As a result, there are more improvements that need to be made to adequately and effectively mitigate the risk.

4 Community Engagement in other Jurisdictions

Several Canadian municipalities studied have community engagement policies approved by City Council that set out the overarching purpose, principles, and expectations of engagement. These are often accompanied by an Administrative document outlining the procedures and providing further guidance.

Others develop an all-encompassing “Engagement Framework” which contains similar content to a Council Policy, as well as laying out procedures. Often members of Council, Administration, and public might be involved in developing or affirming this framework but it ultimately lives within the Administration. Several municipalities appear to solely have Administrative procedures in place, which emphasize project planning, implementation, and relevant tools.

There tends to be a high degree of overlap between all three approaches and the difference between frameworks and procedures in particular is blurry. Table 5 indicates the approach taken by a variety of municipalities, based on the public information that was available.

Table 5: Municipal Approaches

Municipality	Council Policy	Engagement Framework	Engagement Procedures
City of Edmonton	✓		✓
City of Calgary	✓	✓	
City of Guelph		✓	
City of Victoria		✓	
City of Ottawa			✓
City of London	✓		
City of Halifax			✓
City of Vancouver			✓
City of St. John's	✓		
City of Kingston		✓	

The following sections will outline the typical contents of both policies and procedures from a number of municipalities.

4.1 Council Policy

Most municipalities across Canada share similar sections in their community engagement Council Policies. These main sections are: Purpose, Policy, Procedure, and Review Period/Amendments. Below we will describe the contents of each section and give concrete examples from the City of Edmonton and the City of Calgary.

4.1.1 Purpose

This section outlines the objectives and function of the policy. It may describe the policy's contents, in brief. For example, the City of Calgary's engagement policy states: "The Engage Policy provides the guidelines for the development and implementation of engagement processes for stakeholders, both external and internal, in order to achieve the following:

- alignment with City Council's priorities for citizen-centric service delivery;
- support for City Council's decision making by providing information about stakeholders opinions and perspectives;
- consistent and clear engagement practices; and
- enhancement of The City of Calgary's reputation as an organization that listens to citizens and stakeholders.

Administration is directed to develop and adhere to the Engage Administration Framework – outlining how The City's commitment to engagement will be carried out, how it will be resourced, and how accountability will be managed." (2013, p. 1)

4.1.2 Policy

In this section, relevant definitions are provided, followed by a vision and guiding principles for public engagement. The vision is not included in all policies; for some, they capture similar sentiments in the purpose statement and objectives instead.

Definitions

Most cities define "public engagement", and some also define terms like "public" and "stakeholder." For example, Calgary defines "Engagement" as "purposeful dialogue between The City and citizens and stakeholders to gather information to influence decision making." (2013, p. 1)

Vision

A description of the desired future state. For example, Edmonton's vision for engagement is "A City where we are connected, invested, and proud to participate in shaping our community." (2017b, p. 3).

Guiding Principles

Most municipalities outline between 5-7 principles to guide their engagement practice. Generally these are 2-4 words, followed by a longer description statement or sub-points that make it clear how the principles will be applied. An example of guiding principles can be found in Table 7: Public Engagement Principles on page 29.

4.1.3 Procedure

This section of the policy outlines where the policy will be applied, where procedural roles and responsibilities rest, and may include a brief overview of the engagement process including a Public Engagement Spectrum.

Application of the Policy

This section describes how and when the policy is applied. This may indicate that engagement should ultimately be supporting a decision-making process for policies, programs, projects and services that

have an impact on the public. For example the City of Calgary states “This policy applies to the following types of opportunities for engagement that exist within The City:

- Engagement in specific planning, policy, and project initiatives that directly or indirectly impact citizens and stakeholders.
- Mandated/legislated processes involving public participation.” (2013, p. 4)

Roles and Responsibilities

Some municipalities keep this brief and high-level (such as Edmonton), while others more specifically list the roles and responsibilities for Council, Administration, and sometimes even Stakeholders (such as St. John’s). For example Edmonton notes “The role of decision makers - City Council or Administration - in public engagement is to strive for the best understanding of the public’s views and perspectives on topics and issues, consider public input in decision making, and communicate to the public how their input was used and why decisions were made. Public engagement is one factor in the decision making process and will have more or less influence relative to other factors for every specific decision.” (2017b, p. 2)

Public Engagement Spectrum

Most cities include a spectrum of 4-5 strategies and associated promises related to public engagement. Some use the exact spectrum developed by the International Association for Public Participation (IAP2, Figure 1). However most cities use an adapted version – often with slightly different terminology or condensed categories. Most have also omitted or moved the inform part of the spectrum since it is an ongoing communications function that may support or happen independently of engagement. For example Calgary uses “Listen and Learn”, “Consult”, “Collaborate” and “Empower” (2013, p.5), and Edmonton uses “Advise”, “Refine”, “Create”, and “Decide.” (2017b, p. 3)

4.1.4 Review period/Amendments

Follows the City’s standard approach for the frequency of policy review and for recording policy amendments that are made.

4.2 Administrative Procedures

As described previously, municipalities have varying approaches to outlining their engagement procedures. Some combine procedures into a larger strategy or framework document, while others have formalized governance procedures.

Edmonton has a City Procedure approved by the City Manager that is part of their Administrative Policies, under the authority of the City Manager. This two-page document outlines Citizen Engagement, Honouring People, Accessible Involvement, Continuum of Public Involvement (spectrum), and Engagement Roadmap (process steps). It includes items like “Participants will know what is included in the discussion and what isn’t, and what decisions will be made or have been made, and who will make the final decision.” (City of Edmonton, 2005, p. 1)

In contrast, Calgary’s Engage Framework is 25 pages long and includes many tools. It is intended to spell out the engagement best practices, in line with the expectation set by the Engage Policy. The Framework clarifies these best practices and is intended as a guide for staff, outlining the purpose and process of engagement, key concepts, expectations, workflows, and important tools. The internal tools

include a project assessment worksheet, Engage process steps, spectrum of participation, roles and responsibilities, and guiding principles.

Guelph (2015a) and Victoria (2017) have similarly lengthy framework documents, with comparable content to Calgary. They also provide guidance on when to engage and how to determine the appropriate level of engagement.

Most cities' procedure documents are internally focused. However, the City of Victoria's framework appears to be more public-facing, while also providing guidance to internal employees. Figure 5 demonstrates a compelling visual of their engagement process. They also provide a breakdown of the different types of City projects, and the minimum level of engagement that can be expected, along with expected stakeholders and techniques.

Figure 5: City of Victoria Community Engagement Process



Reprinted from City of Victoria (2017, p. 10).

Most procedures clearly lay out the other City procedures (or policies) that apply to community engagement. The common areas are as follows:

4.2.1 Accessibility

This section generally lists the connections to existing City policies or procedures regarding accessibility, including items like plain language, translation and interpretation services when

necessary, accessible facilities, and available information. For example, Calgary (2013) references the need for alignment with the following policies: Calgary Corporate Accessibility Policy, Plain Language Policy, and the Welcoming Community Policy. Another example is Guelph (2015a), which references the need to follow the standards of the Accessibility for Ontarians with Disabilities Act (AODA), which applies to all City employees providing customer service. They also include an attachment about plain language.

4.2.2 Information and Privacy

This section lists any relevant legislation or policy regarding freedom of information and protection of privacy. For example, Guelph references the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA): “When obtaining personal information from community members, keep in mind the regulations about how that information may be used. Please contact the Access Privacy and Records Specialist and/or see Appendix C for guidelines.” (2015a, p. 19)

4.3 Reporting Structures

Table 6 outlines the five main scenarios for how Engagement is situated within the various municipalities across Canada.

Table 6: Engagement Reporting Structures Comparison

Structure	Description	Cities	Examples
Engagement Section	Section within Communications Division or equivalent, reporting to Director of Communications	Saskatoon, Calgary, Vancouver, Kelowna, Kingston	Calgary's Director of Customer Service & Communications reports to the CFO, who reports to City Manager
Engagement Division - Corporate	Division within a corporate Department that may also include functions such as Communications, Strategic Development, Customer Service, and Policy Coordination.	Edmonton, Red Deer, St. John's, Victoria, Winnipeg	Edmonton's Director of Engagement reports to Deputy City Manager, Communications & Engagement (GM equivalent), who reports to City Manager. Winnipeg's Office of Public Engagement reports to Director of Customer Service and Communications, who reports to City Manager.
Engagement Division – City Manager	Located within the City Manager's Office and reporting directly to City Manager.	Toronto*, Guelph, Burlington	Guelph: Engagement is within Corporate & Community Strategies, within the Chief Administrative Officer's Office *Toronto: Other City staff in line divisions may support or conduct engagement, but this group is accountable for supporting the corporate Civic Engagement Strategy.
Decentralized	Engagement Specialists are hired for specific departments and work fairly independently of one another.	Ottawa, Toronto, Waterloo	In Ottawa, Community Consultation Specialists are part of Business Support Services Branch within Planning, Infrastructure and Economic Development. Other departments also have staff conducting engagement independently of this unit.
Para-Municipal Body	Engagement function exists as an arms-length agency with independence from the City	Montreal	Montreal's Office of Public Consultant has a President, Permanent Secretariat, Collaborators, and Commissioners.

Where Engagement sits within a municipality seems to depend heavily on the City's culture, context, history, existing structure and goals.

Decentralized models are most likely to succeed in corporations in which other support and strategic services are similarly distributed. A para-municipal body might be most relevant for a City with more defined regulatory or bylaw requirements for citizen consultation, where there is a large population, and/or where civil society groups are highly active. Locating Engagement within the City Manager's Office can be advantageous when a municipality is striving for a unified engagement approach with strong ties to strategic priorities and policy development.

When Engagement and Communications are separate but closely linked divisions, Engagement is given independence and clear direction while still leveraging the collaborative benefits of being housed in a Department that includes Communications and other resident-facing services. Housing Engagement within a Communications Division generally occurs when engagement was initially a function of Communications staff and grew to become its own specialized team.

For the City of Saskatoon, engagement currently falls under the Communications & Public Engagement Division. Prior to 2014 the public engagement function was primarily led by the Community Services Department.

4.4 How did they do it? Engaging on Engagement

Municipalities across Canada utilized various degrees of internal and/or external engagement to develop their formalized engagement policies and processes, striving for formalized public engagement that would be meaningful both for the public and for municipal decision makers. The degree to which municipalities conducted engagement to develop their engagement policies and processes depended on factors such as resources, direction from leadership, and pre-existing capacity.

A sample of Canadian municipalities that utilized community engagement to develop their engagement policies and practices are described below. They are grouped into the following categories based on the degree of engagement utilized in the development process: extensive, significant, moderate, and other.

4.4.1 Extensive Public Engagement

Edmonton

From 2014 through 2017, the City of Edmonton conducted a three-year process called the Council Initiative on Public Engagement, resulting in an updated City Council Public Engagement Policy, an Administrative Engagement Procedure (to guide engagement implementation), and an Engagement Framework (including templates and expectations for planning, reporting, training, and evaluation). This development process included two phases of engagement.

In phase 1, over forty initial workshops were conducted, attended by more than 1,000 City staff and members of the public. These workshops explored topics such as the purpose of public engagement, key elements to engagement, and how the City and the public can best work together. Input was also received online through a discussion guide organized in the same way as the workshops. Volunteer representatives from the workshops helped to discuss and theme this input. Further workshops were then conducted with City Council, the Executive Leadership Team and previous participants, and also

included a greater diversity of stakeholders, such as Indigenous and multicultural groups. Topics in these additional engagements explored obstacles, strategies to overcome these obstacles, and opportunities. In total, participants contributed approximately 1,400 hours of time for the engagements in phase 1, helping to develop a shared understanding of what public engagement should look like.

In phase 2, an advisory committee was formed, including representation from City Council, Administration, and the public, to provide oversight and guidance to the process. Multiple concurrent working groups composed of City staff, public, and, at times City Councillors, focused on the following areas: vision, policy and framework; tools, techniques and practices; community leadership; learning and training; and evaluation, reporting and recognition.

(https://www.edmonton.ca/programs_services/documents/CIPEPhases1and2FinalReport.pdf)

4.4.2 Significant Public Engagement

Kitchener

The City of Kitchener conducted an engagement review over an eight month period in 2016, resulting in a renewed engagement vision, strategy and implementation plan. The process consisted of interviews with Mayor and Council; facilitated discussions and workshops with staff and citizen advisory committees; an online survey; and informal, open-ended conversations with citizens at public events. In total, over 700 residents and stakeholders were engaged in this renewal.

The input received through these engagements were synthesized into four themes (before engagement, during engagement, after engagement, and general), which contain sixteen recommendations. Because many of these recommendations require staff and financial commitments, they will be introduced to Council as needed during future annual budget cycles.

(<https://www.kitchener.ca/en/resourcesGeneral/Documents/COR%20 COMMunity-Engagement-Review---Final-Draft.pdf>)

Victoria

The City of Victoria does not have a Council policy for public engagement but does have an engagement strategy, framework, and a “roadmap.” Residents and staff were engaged to inform these documents a four month period in 2012. Input on how to improve civic engagement was collected from over 200 citizens, stakeholder, City staff, and local “key informants.” The engagements revealed challenges for engagement, clarified role confusion, identified priorities, and recognized a need to ensure consistency and coordination, as well as improve customer service and communication, when it comes to public engagement. Resourcing needs in relation to engagement were also identified.

(https://www.victoria.ca/assets/Departments/Communications/Documents/Civic_Engagment.pdf)

4.4.3 Moderate Public Engagement

Guelph

The City of Guelph’s Community Engagement team gathered input from internal staff stakeholders, City Advisory Committees, and several non-profit community groups, as well as received support from the University of Guelph. The team combined this input with extensive research to create a community engagement policy and framework. The development process primarily involved internal stakeholders. Input from external stakeholders was limited, and did not include any input from the general public.

(https://guelph.ca/wp-content/uploads/community_engagement_policy.pdf)

4.4.4 Other

Vancouver

The City of Vancouver established the Mayor's Engaged City Task Force to with the mandate to increase neighbourhood engagement and improve upon the many ways the City connects with Vancouver residents. They already had an engagement strategy in place prior to this work.

The Task Force was made up of 22 residents from variety of backgrounds and ages. They took their work back to community through over 13 creative engagement events and forums, and then developed 19 Priority Actions, 6 Recommended Ideas, and a set of metrics to measure progress. Public Participation was one element of this task force's work, but it went far beyond and included recommendations that led to pilot projects of improvements to customer service, voter registration, development process improvements, and initiatives like Pop-Up City Hall, Doors Open Vancouver, and Block Parties.

(<https://vancouver.ca/files/cov/final-report-engaged-city-task-force-2014.pdf>)

5 A Path Forward – Summary and Conclusion

The main objective of this paper was to provide an overview of the form and function of public engagement across various municipalities. In doing so, this paper set appropriate context to explain the different models of public engagement policy, frameworks and procedures. Each model carries its own advantages and disadvantages, and in this case a combination of the above may be the most effective way to achieve a strong community engagement direction.

In Section 2 Public Engagement Overview, we learned that public engagement describes a process by which people influence program changes or policy decisions. A well-defined public engagement approach is useful to the decision making process because it:

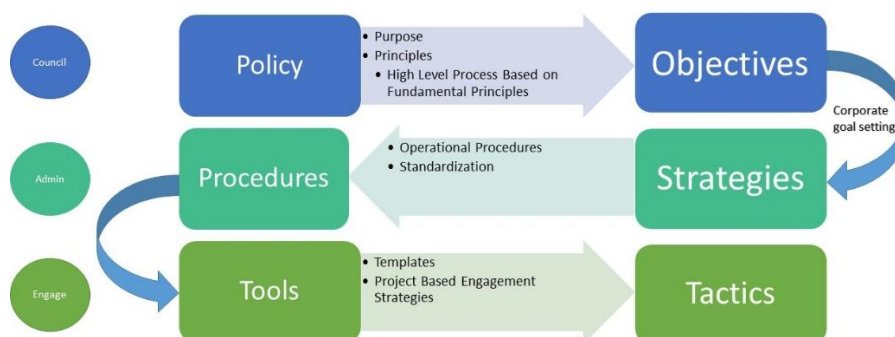
- promotes engaging the individuals who are affected by a decision in the decision-making process;
- promotes sustainable decisions by providing participants with the information they need to be involved in a meaningful way;
- is about building social capital; and
- promotes informed decision making and it communicates to participants how their input affects the decision.

In Section 3 Public Engagement and the City of Saskatoon, we explained that the City of Saskatoon currently does not have a Council Public Engagement Policy or Administrative Framework, despite the strong interest in public engagement from City Council, the Administration, stakeholder groups, and citizens. Section 4 Community Engagement in other Jurisdictions, by contrast, summarized how several cities have adopted more formal approaches, through the use of policies, procedures or frameworks, to set expectations and outcomes with respect to engagement. Given this discussion, how should the City of Saskatoon reform and modernize its approach to public engagement?

5.1 Framework for Public Engagement

This section will outline the path forward for Public Engagement at the City of Saskatoon. Figure 6 introduces a useful model on which to structure public engagement efforts and framework development in a municipality. In this model, City Council provides guidance on an overall policy and related objectives. Administration then develops procedures and strategies in-line with the policy. The responsibility for developing tools, including templates and tactics, then rests with the Public Engagement Section.

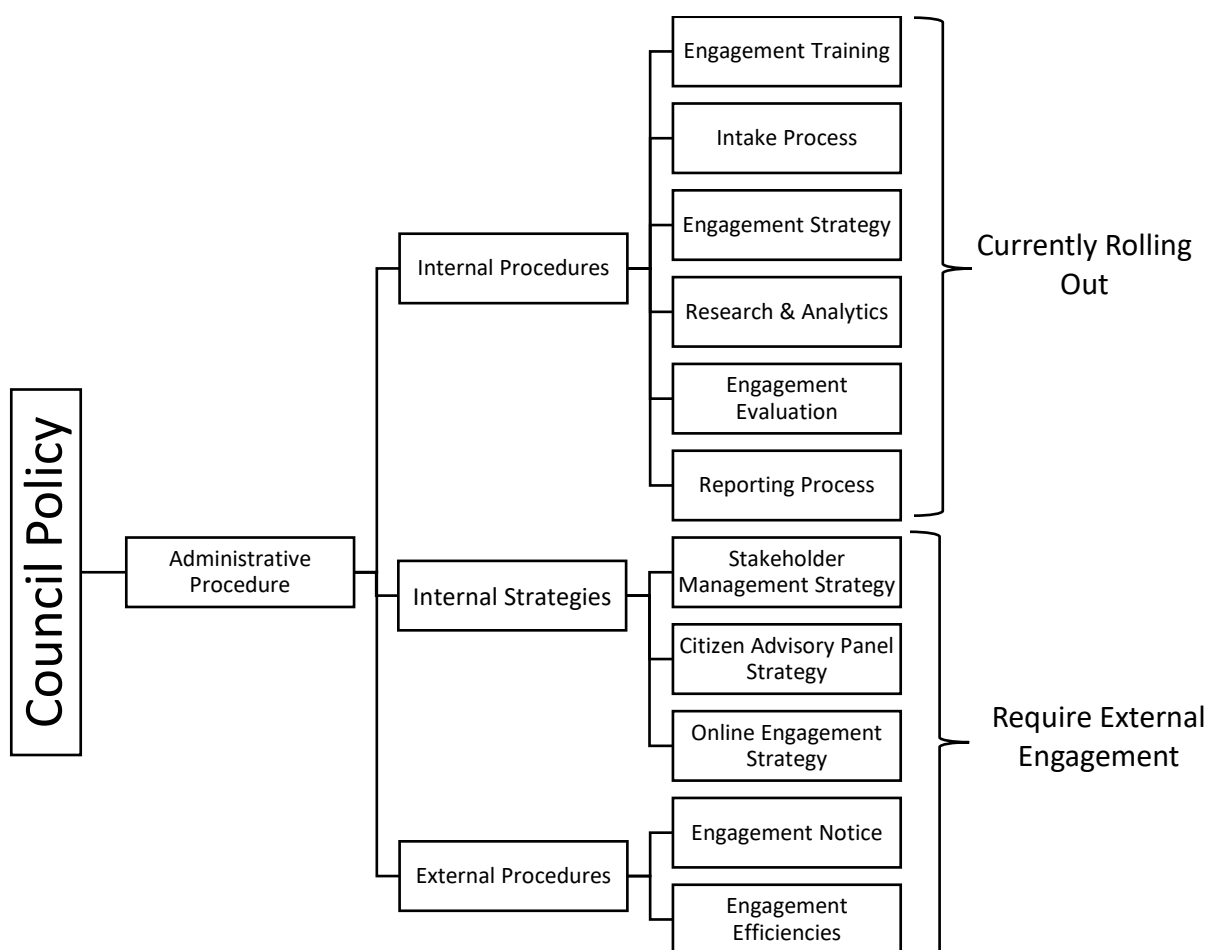
Figure 6: Model to Develop a Public Engagement Framework



Administration utilized this model (Figure 6) as the basis for the development of a Public Engagement Framework for the City Framework for the City of Saskatoon (

Figure 7). This framework, which is essentially a map forward, incorporated the information and criteria presented throughout this discussion paper.

Figure 7: Public Engagement Framework for the City of Saskatoon



5.2 Council Policy on Public Engagement

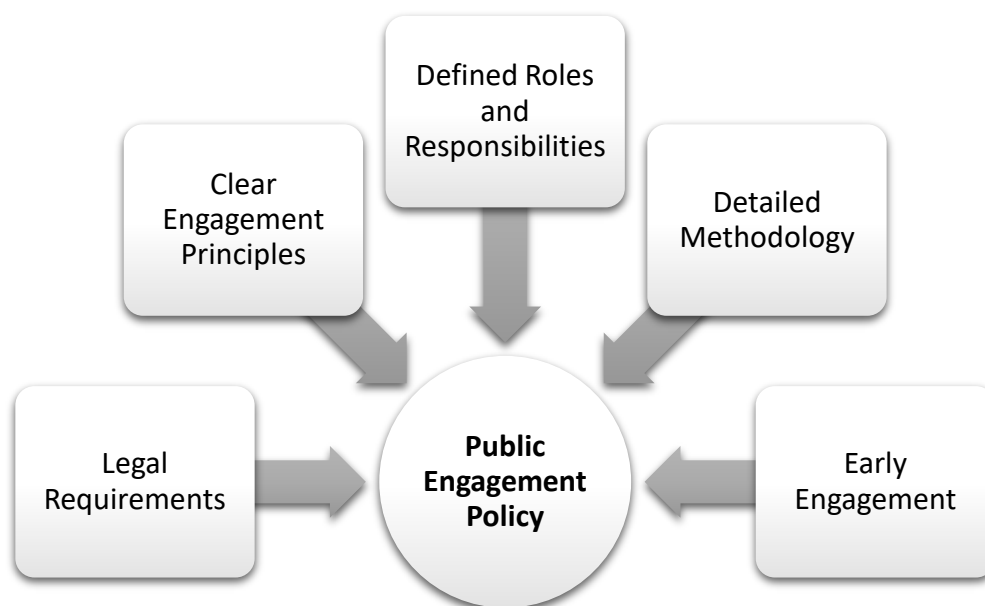
One component of this framework is a Council Policy on Public Engagement. A Council Policy on Public Engagement will

- recognize and affirm the City of Saskatoon's commitment to public engagement;
- support and encourage community members and stakeholders to become more involved in municipal decisions;
- encourage public engagement as a source for a better understanding of the strength and diversity of public opinion and public value;
- provide clear and consistent direction for public participation so Administration, Council, and the public know what to expect;
- provide clear descriptions for the roles of Administration and Council the public engagement process; and

- provide support to staff in the creation, execution, evaluation and reporting on engagement strategies.

A successful public engagement policy will need to acknowledge and incorporate some minimum elements. These elements are presented in Figure 8: Criteria for a comprehensive public engagement framework.

Figure 8: Criteria for a comprehensive public engagement framework



These elements must be considered during policy and framework development and will make up the bulk of the end product. The following paragraphs discuss each element and how to include these sections in a Council Policy.

5.2.1 Legal Requirements

The first section to include in a comprehensive public engagement policy is legal requirements. The legal requirements section will need to identify that this policy and framework does not supersede any legal requirements for consultation. The Cities Act requires Council to adopt a Public Notice Policy, which sets out the methods of notice and minimum time for giving notice for items included in the policy. For example, to consider the matter of permanently closing or blocking off a street, lane or walkway, 10 days' notice must be provided through a newspaper, posting on the City website, and posting at City Hall. <https://www.saskatoon.ca/sites/default/files/documents/city-clerk/civic-policies/C01-021.pdf>

5.2.2 Engagement Principles

The second section will need to clearly define the public engagement principles. These principles will lay the foundation for the framework and be used to guide the engagement process. During the planning and development phase the Public Engagement Section will need to work closely with all parties to develop guiding principles for the policy. These principles may be developed through

consultation with the community. Many examples of guiding principles share similar components that fully aligns with the core values of the IAP2 (Australian Government, 2018; Chuong, Walton, Marini, & Maksimowski, 2015; City of Edmonton, n.d.; Province of British Columbia, 2013).

A corporations public engagement principles are typically developed in the policy/framework development process and subsequently represent in said document. The City of Saskatoon does not have such a document, in light of the Public Engagement Section has developed working principles based on industry best practice (Table 7: Public Engagement Principles).

Table 7: Public Engagement Principles

Principle	Description
Inclusivity	This principle ensures engagement processes are designed in a way that promote and allow for adequate community contributions while building relationships with a diverse group of stakeholders.
Early Involvement	This principle stresses stakeholder involvement as early as possible to allow for and encourage active participation.
Decision Making	This principle stresses that the engagement process must include an authentic opportunity to influence the decision.
Transparency and Accountability	This principles ensures the engagement process is well defined in terms of stakeholder input level of engagement and outcomes.
Open and Timely Communication	This principle highlighted importance of objective, timely and accurate information sharing.
Relationship Building	This principle stresses the importance on relationship building rooted in mutual trust and respect.
Evaluation	This principle ensures continuous improvement of the engagement process.
Adapted from the guiding principle documents of the City of Guelph, The City of Edmonton, the Province of British Columbia and the Australian Government (Australian Government, 2018; Chuong et al., 2015; City of Edmonton, n.d.; Province of British Columbia, 2013).	

5.2.3 Roles & Responsibilities

The third section is clearly defined roles and responsibilities. A comprehensive policy will have a detailed description of relevant roles and responsibilities. This will include high level roles of the Council, and Administration. For instance, the role of City Council might include ensuring that there is a standard public engagement process, and reviewing the results of engagement processes to inform Council decisions. The role of City Administration could include supporting the public engagement framework, principles, and objectives, and carrying out the actual engagement processes. The public's role is to actively participate in the public engagement process.

5.2.4 Methodology (Engagement Strategy)

The next section needs to include a detailed process to determine an effective and appropriate approach to the engagement process. The methodology should ensure alignment between objectives, principles, and processes of engagement while provided a detailed description of these processes and

the evaluation criteria. Other considerations for methodology can include the incorporation of community-driven or community-led methods and the incorporation of specific stakeholder groups.

5.2.5 Early Engagement

The final section is early engagement. Although the concept of early engagement is often included in the core principles, this concept should be a fundamental part of a comprehensive framework or policy for public engagement. Early engagement allows for clear understanding of consultation and engagement expectations. Without the time to build meaningful relationships that can foster collaborative conversations, it will be quite difficult to fully articulate expectations for engagement - for all parties.

As demonstrated earlier in the paper, there are a number of ways municipalities approach engagement. Some have a Council Policy, others have an Engagement Framework and others have both.

As the City of Saskatoon waits on approval for a Council Policy, Administration continues to evolve the framework including piloting standardized intake, engagement, evaluation and reporting processes; development of training modules; and research on internal strategies related to citizen advisory panels, stakeholder management and online engagement. The framework and any engagement procedures will be reconfirmed once a Council Policy is adopted.

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CITY OF SASKATOON COUNCIL POLICY

NUMBER
CXX-XXX

POLICY TITLE <i>Public Engagement Policy</i>	ADOPTED BY: <i>City Council</i>	EFFECTIVE DATE <i>September 1, 2019</i>
		REVISED
ORIGIN/AUTHORITY <i>Report of the Interim Chief Strategy and Transformation Officer</i>	CITY FILE NO. XXXXXX	PAGE NUMBER 1 of 6

PREAMBLE/POLICY STATEMENT

Local governments interact with residents and stakeholders in three main areas:

1. Governance: providing information and engaging on municipal decision-making and governance and seeking input on how the organization makes decisions and sets priorities to demonstrate accountability and transparency.
2. Policy & Program Development: providing information on existing policies and programs, and engage on current and new policies to demonstrate accountability and responsiveness.
3. Service Responsiveness & Efficiency: providing information and engaging on service delivery including specific programming effectiveness and responsiveness to better meet the needs of the public.

The City of Saskatoon recognizes that its policy, project, program, and service decisions are improved by engaging citizens and other stakeholder groups where appropriate. Where possible, the City commits to conducting transparent and inclusive public engagement activities and processes that help supports City Council and Administration in its decision-making processes.

1.0 PURPOSE

1.1 The purpose of this policy is to:

- a) Establish a consistent, strategic, and outcomes-based approach to public engagement;
- b) Facilitate public participation and input to decision making through effective and efficient consultation, involvement, collaboration and empowerment processes; and

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- c) Ensure public engagement activities adhere to requirements with *The Cities Act*, *The Planning and Development Act*, Council Policy C01-021, Public Notice, and other applicable legislation, bylaws and policies

2.0 DEFINITIONS

For the purposes of this policy:

- 2.1 “City Manager” means the person appointed as the administrative head of the City of Saskatoon pursuant to section 84 of *The Cities Act*.
- 2.2 “Public Participation” is an umbrella term that describes the activities by which people’s concerns, needs, interests, and values are incorporated into decisions and actions on public matters and issues.
- 2.3 “Public Engagement” refers to a variety of formal and informal interactions ranging from information sharing to more active consultation through to collaboration in the decision making processes.

3.0 SCOPE/EXCEPTIONS

3.1 Scope

This policy applies to all City of Saskatoon Departments and Offices.

This policy is subject to any specific provisions of *The Cities Act*, *The Planning & Development Act* or any other relevant federal and provincial legislation, or City Bylaw, which, in cases of conflict, shall override this policy.

3.2 Exceptions

Unless otherwise directed, this policy does not apply to Controlled Corporations wholly owned by the City of Saskatoon, the Board of Police Commissioners and the Saskatoon Public Library Board.

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4.0 ENGAGEMENT GUIDING PRINCIPLES

The City of Saskatoon's approach to public engagement will align with the following engagement guiding principles:

- 4.1 **Inclusivity**
Ensures engagement processes are designed in a way that promote and allow for adequate community contributions while building relationships with a diverse group of stakeholders.
- 4.2 **Early Involvement**
Stresses stakeholder involvement as early as possible to allow for, and encourage, active participation.
- 4.3 **Decision Making**
Stresses that the engagement process must include an authentic opportunity to influence the decision.
- 4.4 **Transparency and Accountability**
Ensures the engagement process is well defined in terms of stakeholder input level of engagement and outcomes.
- 4.5 **Open and Timely Communication**
Highlights the importance of objective, timely and accurate information sharing.
- 4.6 **Relationship Building**
Stresses the importance of relationship building rooted in mutual trust and respect.
- 4.7 **Evaluation**
Ensures continuous improvement of the engagement process.

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5.0 RESPONSIBILITIES

5.1 City Council shall:

- 5.1.1 Promote public engagement opportunities and encourage participation;
- 5.1.2 Communicate positively to citizens, stakeholders, and media about the importance of such events and activities to the City;
- 5.1.3 Respect the role of administration in designing, executing, and reporting on public engagement projects;
- 5.1.4 Consider and review the findings of public engagement projects, as presented and summarized by administration;
- 5.1.5 Consider public engagement as an essential part of Council discussions and decision-making; and
- 5.1.6 Support the increasing capacity of the organization in designing and executing useful, efficient, and innovative public participation activities over time.

5.2 The City Manager shall:

- 5.2.1 Implement the Public Engagement Policy by establishing goals, targets, initiatives, governance structures, and associated administrative policies, procedures, and practices, where applicable;
- 5.2.2 Ensure an effective, appropriate and consistent approach to the process, specifically matching objectives of engagement with the methodology for achieving that engagement;
- 5.2.3 Develop and implement a complete engagement strategy that includes a communications strategy, stakeholder identification, level of participation, evaluation process, engagement objectives, engagement goals, and the processes for achieving these goals and objectives;

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- 5.2.4 Follow the approved processes for development applications submitted to the City;
- 5.2.5 Identify audiences to engage with, while thoughtfully considering the need to engage “harder-to-reach” audiences for some initiatives;
- 5.2.6 Communicate and/or use the findings of the participation activities to assist in making policy, program, service or project recommendations to City Council or its Committees;
- 5.2.7 Identify any human or financial resources required to implement this policy; and
- 5.2.8 Propose amendments to this policy.

6.0 PROCEDURES

- 6.1 This policy delegates authority to the City Manager, or designate, to develop any necessary procedures or decision making frameworks to ensure compliance with this policy.

7.0 REVIEW AND AMENDMENTS

- 7.1 This policy shall be reviewed five years after its enactment by City Council.
- 7.2 Notwithstanding subsection 7.1 and in accordance with subsection 5.2.7, the City Manager may propose amendments to this policy prior to the review date.

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COUNCIL POLICY

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RELATED REFERENCES AND RESOURCES

The Cities Act
The Planning & Development Act
Bylaw No 8171 Public Notice Policy
Council Policy C01-021 Public Notice

REVISION HISTORY

Revision Date	Description

Workplace Transformation Journey: Corporate Reorganization Bylaw Amendments Group #1

ISSUE

This report submits for City Council's consideration various bylaw amendments to reflect the new corporate organizational structure and to complete various housekeeping amendments.

RECOMMENDATION

That City Council consider:

1. Bylaw No. 9588, *The Amusement Tax Amendment Bylaw, 2019*;
2. Bylaw No. 9589, *The Bicycle Amendment Bylaw, 2019*;
3. Bylaw No. 9591, *The Cannabis Business License Amendment Bylaw, 2019*;
4. Bylaw No. 9592, *The Cemeteries Amendment Bylaw, 2019*;
5. Bylaw No. 9593, *The Code of Ethical Conduct Amendment Bylaw, 2019*;
6. Bylaw No. 9594, *The Election Amendment Bylaw, 2019*;
7. Bylaw No. 9595, *The Fire and Protective Services Amendment Bylaw, 2019*;
8. Bylaw No. 9596, *The Heritage Property (Approval of Alterations) Amendment Bylaw, 2019*;
9. Bylaw No. 9597, *The Low-Income Seniors Property Tax Deferral Amendment Bylaw, 2019*;
10. Bylaw No. 9598, *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2019*; and
11. Bylaw No. 9599, *The Saskatoon Licence Appeal Board Amendment Bylaw, 2019*.

BACKGROUND

At its November 19, 2018 Regular Business Meeting, City Council considered the report of the City Manager dated November 13, 2018, recommending the approval of a new corporate structure. City Council resolved, in part:

“That the City Solicitor be instructed to bring back any necessary bylaw amendments resulting from the approval of the new corporate structure.”

DISCUSSION/ANALYSIS

The proposed Bylaws include:

- amendments to reflect the new corporate structure approved by City Council on November 19, 2018;
- housekeeping amendments to reflect gender neutral language; and
- housekeeping amendments to update references to legislation and other organizations.

In accordance with City Council's instruction, we are pleased to submit the following for City Council's consideration:

1. Bylaw No. 9588, *The Amusement Tax Amendment Bylaw, 2019*;
2. Bylaw No. 9589, *The Bicycle Amendment Bylaw, 2019*;
3. Bylaw No. 9591, *The Cannabis Business License Amendment Bylaw, 2019*;
4. Bylaw No. 9592, *The Cemeteries Amendment Bylaw, 2019*;
5. Bylaw No. 9593, *The Code of Ethical Conduct Amendment Bylaw, 2019*;
6. Bylaw No. 9594, *The Election Amendment Bylaw, 2019*;
7. Bylaw No. 9595, *The Fire and Protective Services Amendment Bylaw, 2019*;
8. Bylaw No. 9596, *The Heritage Property (Approval of Alterations) Amendment Bylaw, 2019*;
9. Bylaw No. 9597, *The Low-Income Seniors Property Tax Deferral Amendment Bylaw, 2019*;
10. Bylaw No. 9598, *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2019*; and
11. Bylaw No. 9599, *The Saskatoon Licence Appeal Board Amendment Bylaw, 2019*.

NEXT STEPS

This report presents the first of several groups of bylaws that must be amended in this manner. Further reports will follow.

APPENDICES

1. Proposed Bylaw No. 9588, *The Amusement Tax Amendment Bylaw, 2019*;
2. Proposed Bylaw No. 9589, *The Bicycle Amendment Bylaw, 2019*;
3. Proposed Bylaw No. 9591, *The Cannabis Business License Amendment Bylaw, 2019*;
4. Proposed Bylaw No. 9592, *The Cemeteries Amendment Bylaw, 2019*;
5. Proposed Bylaw No. 9593, *The Code of Ethical Conduct Amendment Bylaw, 2019*;
6. Proposed Bylaw No. 9594, *The Election Amendment Bylaw, 2019*;
7. Proposed Bylaw No. 9595, *The Fire and Protective Services Amendment Bylaw, 2019*;

8. Proposed Bylaw No. 9596, *The Heritage Property (Approval of Alterations) Amendment Bylaw, 2019*;
9. Proposed Bylaw No. 9597, *The Low-Income Seniors Property Tax Deferral Amendment Bylaw, 2019*;
10. Proposed Bylaw No. 9598, *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2019*; and
11. Proposed Bylaw No. 9599, *The Saskatoon Licence Appeal Board Amendment Bylaw, 2019*.

Report Approval

Written by: Reché McKeague, Solicitor

Approved by: Cindy Yelland, Interim City Solicitor

Admin Report - Workplace Transformation Journey: Corporate Reorganization Bylaw Amendments Group #1.docx
Our File: 102.0542

BYLAW NO. 9588

The Amusement Tax Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Amusement Tax Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make a housekeeping amendment to reflect gender neutral language.

Bylaw No. 7978 Amended

3. *The Amusement Tax Bylaw, 2000* is amended in the manner set forth in this Bylaw.

Section 7 Amended

4. Clause 7(3)(b) is amended by striking out “him or her” and substituting “the inspector”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9589

The Bicycle Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Bicycle Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to:
 - (a) make necessary amendments to reflect the new corporate structure approved by City Council on November, 19, 2018; and
 - (b) make general housekeeping amendments.

Bylaw No. 6884 Amended

3. *The Bicycle Bylaw* is amended in the manner set forth in this Bylaw.

Section 2 Amended

4. Section 2 is amended by:
 - (a) striking out “The Highway Traffic Act” and substituting “The Traffic Safety Act” in clause (a); and
 - (b) striking out “Bylaw No. 4284” and substituting “Bylaw No. 7200” in clause (i).

Section 25 Amended

5. Section 25 is amended by:
 - (a) striking out “Parks Bylaw No. 3187 of the City of Saskatoon” and substituting “The Recreation Facilities and Parks Usage Bylaw, 1998”; and

- (b) striking out “such Bylaw No. 3187” and substituting “The Recreation Facilities and Parks Usage Bylaw, 1998”.

Section 26 Repealed

6. Section 26 is repealed.

Schedule “B” Amended

7. Schedule “B” is amended by:
- (a) striking out “The Police Department of The City of Saskatoon” and substituting “The Saskatoon Police Service” in paragraph 2(a);
 - (b) striking out “Chief of any such Department” and substituting “Chief of Police” in paragraph 2(a); and
 - (c) striking out “Office of the City Treasurer, City Hall” and substituting “Corporate Revenue, City Hall, 222 - 3rd Avenue North” in subparagraph 2(b)(iii).

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9591**The Cannabis Business License Amendment Bylaw, 2019**

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Cannabis Business License Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make housekeeping amendments to reflect gender neutral language.

Bylaw No. 9525 Amended

3. *The Cannabis Business License Bylaw, 2018* is amended in the manner set forth in this Bylaw.

Section 17 Amended

4. Subsection 17(5) is amended by striking out “his or her” and substituting “their”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9592

The Cemeteries Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Cemeteries Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to:
 - (a) make necessary amendments to reflect the new corporate structure approved by City Council on November 19, 2018; and
 - (b) make housekeeping amendments for consistency and to reflect gender neutral language.

Bylaw No. 6453 Amended

3. *A bylaw of the City of Saskatoon to provide for the management and control of cemeteries within the City of Saskatoon, 1984* is amended in the manner set forth in this Bylaw.

Section 1 Amended

4. Section 1 is repealed and the following substituted:

“1. This bylaw may be cited as *The Cemetery Bylaw, 1984*.

1.1 In this bylaw:

- (a) “**Cemeteries Act**” means *The Cemeteries Act, 1999*, S.S. 1999, c C-4.01;
- (b) “**cemetery**” means Woodlawn Cemetery or Nutana (Pioneer) Cemetery, unless otherwise specifically stated;

- (c) **“Cemetery Supervisor”** means the person designated by the Manager to be in charge of the cemetery;
- (d) **“City”** means the City of Saskatoon;
- (e) **“columbarium”** means a structure or building designed for the purpose of storing the ashes of human remains that have been cremated;
- (f) **“Council”** means the Council of the City of Saskatoon;
- (g) **“grave”** means an area of the cemetery which is of sufficient size to accommodate the burial of one human corpse;
- (h) **“Manager”** means the General Manager of the Community Services Department for the City of Saskatoon and shall include any person authorized by the General Manager of the Community Services Department to carry out the duties prescribed in this bylaw;
- (i) **“niche”** means an individual unit in the columbarium;
- (j) **“Nutana (Pioneer) Cemetery”** means all of the lands described in Schedule “A”;
- (k) **“perpetual care”** means the basic maintenance of all graves and shall include levelling of the ground and the seeding, cutting and watering of grass, as required. It shall not include the maintenance, repair or replacement of monuments or markers;
- (l) **“person”** includes a corporation or partnership;
- (m) **“registrar”** means the person designated from time to time by the Minister responsible for *The Cemeteries Act* to be the registrar pursuant to said Act;
- (n) **“Woodlawn Cemetery”** means all of the lands described in Schedule “B”, together with such further and other lands Council may designate and the registrar may approve; and shall include the Roman Catholic Section of said Woodland Cemetery.”.

Section 2 Amended

5. Section 2 is amended by striking out “Cemetery Regulations” and substituting “Cemetery Bylaw Regulations”.

Section 6 Amended

6. Section 6 is amended by:
 - (a) striking out “Cemetery Regulations” wherever it appears and in each case substituting “Cemetery Bylaw Regulations”; and
 - (b) striking out “his” wherever it appears and in each case substituting “the purchaser’s”.

Section 6.2 Amended

7. Section 6.2 is amended by striking out “his” and substituting “the purchaser’s”.

Section 8 Amended

8. Section 8 is amended by striking out “*The Vital Statistics Act*, R.S.S. 1978, Chapter V-7” and substituting “*The Vital Statistics Act*, 2009, S.S. 2009, c. V-7.21”.

Section 9 Amended

9. Section 9 is amended by striking out “his”.

Section 10 Amended

10. Section 10 is amended by striking out “Cemetery Regulations” wherever it appears and in each case substituting “Cemetery Bylaw Regulations”.

Section 11 Amended

11. Section 11 is amended by striking out “Cemetery Regulations” and substituting “Cemetery Bylaw Regulations”.

Section 12 Amended

12. Section 12 is amended by striking out “Cemetery Regulations” wherever it appears and in each case substituting “Cemetery Bylaw Regulations”.

Section 16 Amended

13. Section 16 is amended by striking out “Cemetery Regulations” and substituting “Cemetery Bylaw Regulations”.

Section 17 Amended

14. Section 17 is amended by striking out “Cemetery Regulations” and substituting “Cemetery Bylaw Regulations”.

Section 18 Amended

15. Section 18 is amended by striking out “Cemetery Regulations” and substituting “Cemetery Bylaw Regulations”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9593**The Code of Ethical Conduct for Members of City Council
Amendment Bylaw, 2019**

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Code of Ethical Conduct Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make a housekeeping amendment to the gifts and personal benefits that must be disclosed.

Bylaw No. 9537 Amended

3. *The Code of Ethical Conduct, 2019* is amended in the manner set forth in this Bylaw.

Section 40 Amended

4. Subsection 40(1) is amended by striking out “(d)” after “subsections 38(b), (c),” and substituting “(e)”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9594**The Election Amendment Bylaw, 2019**

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Election Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make housekeeping amendments to reflect gender neutral language.

Bylaw No. 8191 Amended

3. *The Election Bylaw, 2012* is amended in the manner set forth in this Bylaw.

Section 4.2 Amended

4. Subsection 4.2(2) is amended by striking out “his or her” and substituting “the returning officer’s”.

Section 11.1 Amended

5. Section 11.1 is amended by:
 - (a) striking out “his or her” and substituting “the person’s” in clause (5)(b); and
 - (b) striking out “he or she” and substituting “the person” in clause (9)(b).

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9595

The Fire and Protective Services Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Fire and Protective Services Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to:
 - (a) make necessary amendments to reflect the new corporate structure approved by City Council on November 19, 2018; and
 - (b) make housekeeping amendments, including those to reflect gender neutral language.

Bylaw No. 7990 Amended

3. *The Fire and Protective Services Bylaw, 2001* is amended in the manner set forth in this Bylaw.

Section 2 Amended

4. Subsection 2(a) is amended by striking out “Fire and Protective Services Department” and substituting “Saskatoon Fire Department”.

Section 3 Amended

5. Section 3 is amended by:
 - (a) striking out “*Explosives Regulations, C.R.C., c.599*” wherever it appears and in each case substituting “*Explosives Regulations, 2013, S.O.R/2013-211*”;

- (b) striking out “Fire and Protective Services Department of the City of Saskatoon” and substituting “Saskatoon Fire Department” in clause (f);
- (c) striking out “Department of Energy, Mines and Resources” and substituting “Natural Resources Canada” in clause (j);
- (d) striking out “*The Fire Prevention Act, 1992*” and substituting “*The Fire Safety Act*” in clause (o); and
- (e) striking out “*The Saskatchewan Fire Code Regulations*” and substituting “*The Fire Safety Regulations*” in clause (p).

Heading “Part II – Fire and Protective Services Department” Amended

- 6. The heading “Part II – Fire and Protective Services Department” preceding section 4 is struck out and the heading “Part II – Saskatoon Fire Department” is substituted.

Section 4 Amended

- 7. Subsection 4(1) is amended by striking out “Fire and Protective Services Department” and substituting “Saskatoon Fire Department”.

Section 5 Amended

- 8. Subsection 5(2.1) is amended by striking out “him” and substituting “the Fire Chief”.

Section 18.1 Amended

- 9. Section 18.1 is amended by striking out “The Saskatchewan Environment and Resource Management Department” and substituting “the Saskatchewan Ministry of Environment”.

Section 29 Amended

- 10. Section 29 is amended by:
 - (a) striking out “”Fire Alarm Technology” program” and substituting “”Fire Alarm Technician Training” program” in subclause (4)(b)(ii); and
 - (b) striking out “journeyman” and substituting “journeyperson” in subclause (4)(b)(iii).

Section 41.1 Amended

11. Section 41.1 is amended by:
 - (a) striking out “his” in subsection (4); and
 - (b) striking out “his” and substituting “the Fire Chief’s” in subsection (9).

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this day of , 2019.

Mayor

City Clerk

BYLAW NO. 9597

The Low-Income Seniors Property Tax Deferral Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Low-Income Seniors Property Tax Deferral Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to:
 - (a) make necessary amendments to reflect the new corporate structure approved by City Council on November, 19, 2018; and
 - (b) make housekeeping amendments to reflect gender neutral language.

Bylaw No. 9022 Amended

3. *The Low-Income Seniors Property Tax Deferral Bylaw, 2012* is amended in the manner set forth in this Bylaw.

Section 7 Amended

4. Subsection 7(5) is amended by striking out “his or her” and substituting “their”.

Section 10 Amended

5. Subsection 10(2) is amended by striking out “his or her” and substituting “their”.

Section 11 Amended

6. Subsection 11(1) is amended by striking out “his or her” and substituting “the taxpayer’s”.

BYLAW NO. 9598

The Saskatoon Board of Police Commissioners Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Saskatoon Board of Police Commissioners Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make housekeeping amendments, including those to reflect gender neutral language.

Bylaw No. 7531 Amended

3. *The Saskatoon Board of Police Commissioners Bylaw* is amended in the manner set forth in this Bylaw.

Section 9 Amended

4. Section 9 is amended by:
 - (a) striking out “his or her” and substituting “their” in subsection (1); and
 - (b) striking out “his or her” and substituting “the Mayor’s” in subsection (2).

- ## Coming into Force

- _____
City Clerk

BYLAW NO. 9599

The Saskatoon Licence Appeal Board Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Saskatoon Licence Appeal Board Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make housekeeping amendments, including those to reflect gender neutral language.

Bylaw No. 9036 Amended

3. *The Saskatoon Licence Appeal Board Bylaw, 2012* is amended in the manner set forth in this Bylaw.

Section 3 Amended

4. Subsection 3(7) is amended by striking out “he or she” and substituting “the member”.

Section 5 Amended

5. Subsection 5(3) is amended by striking out “his or her” and substituting “their”.

Section 9 Amended

6. Section 9 is amended by:
 - (a) striking out “him or her” and substituting “the appellant” in subsection (3); and
 - (b) striking out “him or her” and substituting “their” in clause (5)(b).

Section 13 Amended

7. Section 13 is amended by striking out “he or she” and substituting “the party”.

Section 15 Amended

8. Subsection 15(1) is amended by striking out “his or her” and substituting “their”.

Section 17 Amended

9. Section 17 is amended by:
 - (a) striking out “actual of service” and substituting “actual service” in subsection (1); and
 - (b) striking out “his or her” and substituting “their” in subsection (2).

Section 18 Repealed

10. Subsection 18(3) is repealed.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

Workplace Transformation Journey: Corporate Reorganization Bylaw Amendments Group #2

ISSUE

This report submits for City Council's consideration various bylaw amendments to reflect the new corporate organizational structure and to complete various housekeeping amendments.

RECOMMENDATION

That City Council consider:

1. Bylaw No. 9554, *The Broadway Business Improvement District Amendment Bylaw, 2019*;
2. Bylaw No. 9604, *The Discounts and Penalties Amendment Bylaw, 2019*;
3. Bylaw No. 9605, *The Downtown Business Improvement District Amendment Bylaw, 2019*;
4. Bylaw No. 9606, *The Municipal Planning Commission Amendment Bylaw, 2019*;
5. Bylaw No. 9607, *The Municipal Property Amendment Bylaw, 2019*;
6. Bylaw No. 9608, *The Municipal Wards Commission Amendment Bylaw, 2019*;
7. Bylaw No. 9609, *The Noise Amendment Bylaw, 2019*;
8. Bylaw No. 9610, *The Property Maintenance & Nuisance Abatement Amendment Bylaw, 2019*;
9. Bylaw No. 9611, *The Public Spitting, Urination and Defecation Prohibition Amendment Bylaw, 2019*;
10. Bylaw No. 9612, *The Residential Parking Program Amendment Bylaw, 2019*;
11. Bylaw No. 9613, *The Riversdale Business Improvement District Amendment Bylaw, 2019*; and
12. Bylaw No. 9614, *The Saskatoon Municipal Review Commission Amendment Bylaw, 2019*.

BACKGROUND

At its November 19, 2018 Regular Business Meeting, City Council considered the report of the City Manager dated November 13, 2018 recommending the approval of a new corporate structure. City Council resolved, in part:

“That the City Solicitor be instructed to bring back any necessary bylaw amendments resulting from the approval of the new corporate structure.”

DISCUSSION/ANALYSIS

The proposed Bylaws include:

- amendments to reflect the new corporate structure approved by City Council on November 19, 2018;
- housekeeping amendments to reflect gender neutral language; and
- housekeeping amendments to update references to legislation and other organizations.

In accordance with City Council's instruction, we are pleased to submit the following for City Council's consideration:

1. Bylaw No. 9554, *The Broadway Business Improvement District Amendment Bylaw, 2019*;
2. Bylaw No. 9604, *The Discounts and Penalties Amendment Bylaw, 2019*;
3. Bylaw No. 9605, *The Downtown Business Improvement District Amendment Bylaw, 2019*;
4. Bylaw No. 9606, *The Municipal Planning Commission Amendment Bylaw, 2019*;
5. Bylaw No. 9607, *The Municipal Property Amendment Bylaw, 2019*;
6. Bylaw No. 9608, *The Municipal Wards Commission Amendment Bylaw, 2019*;
7. Bylaw No. 9609, *The Noise Amendment Bylaw, 2019*;
8. Bylaw No. 9610, *The Property Maintenance & Nuisance Abatement Amendment Bylaw, 2019*;
9. Bylaw No. 9611, *The Public Spitting, Urination and Defecation Prohibition Amendment Bylaw, 2019*;
10. Bylaw No. 9612, *The Residential Parking Program Amendment Bylaw, 2019*;
11. Bylaw No. 9613, *The Riversdale Business Improvement District Amendment Bylaw, 2019*; and
12. Bylaw No. 9614, *The Saskatoon Municipal Review Commission Amendment Bylaw, 2019*.

NEXT STEPS

This report presents the second of several groups of bylaws that must be amended in this manner. Further reports will follow.

APPENDICES

1. Proposed Bylaw No. 9554, *The Broadway Business Improvement District Amendment Bylaw, 2019*;
2. Proposed Bylaw No. 9604, *The Discounts and Penalties Amendment Bylaw, 2019*;

3. Proposed Bylaw No. 9605, *The Downtown Business Improvement District Amendment Bylaw, 2019*;
4. Proposed Bylaw No. 9606, *The Municipal Planning Commission Amendment Bylaw, 2019*;
5. Proposed Bylaw No. 9607, *The Municipal Property Amendment Bylaw, 2019*;
6. Proposed Bylaw No. 9608, *The Municipal Wards Commission Amendment Bylaw, 2019*;
7. Proposed Bylaw No. 9609, *The Noise Amendment Bylaw, 2019*;
8. Proposed Bylaw No. 9610, *The Property Maintenance & Nuisance Abatement Amendment Bylaw, 2019*;
9. Proposed Bylaw No. 9611, *The Public Spitting, Urination and Defecation Prohibition Amendment Bylaw, 2019*;
10. Proposed Bylaw No. 9612, *The Residential Parking Program Amendment Bylaw, 2019*;
11. Proposed Bylaw No. 9613, *The Riversdale Business Improvement District Amendment Bylaw, 2019*; and
12. Proposed Bylaw No. 9614, *The Saskatoon Municipal Review Commission Amendment Bylaw, 2019*.

Report Approval

Written by: Reché McKeague, Solicitor

Approved by: Cindy Yelland, Interim City Solicitor

Admin Report - Workplace Transformation Journey: Corporate Reorganization Bylaw Amendments Group #2.docx
Our File: 102.0542

BYLAW NO. 9554

The Broadway Business Improvement District Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Broadway Business Improvement District Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make housekeeping amendments, including those to reflect gender neutral language.

Bylaw No. 6731 Amended

3. *A Bylaw of the City of Saskatoon to designate an area as a business improvement district to be known as the Broadway Business Improvement District and to establish a Board of Management thereof* is amended in the manner set forth in this Bylaw.

Preamble Repealed

4. The Preamble is repealed and the following substituted:

“The Council of the City of Saskatoon enacts:”.

Section 1 Amended

5. Section 1 is repealed and the following substituted:

“Short Title

1. This Bylaw may be cited as *The Broadway Business Improvement District Bylaw, 1986*.

Purpose

- 1.1. The purpose of this Bylaw is to designate an area spanning Broadway Avenue from Saskatchewan Crescent to 8th Street of the City of Saskatoon as a business improvement district under *The Cities Act*, S.S. 2002, c. C-11.1, s.25, and to establish a board of management for the business improvement district.

Establishment of Business Improvement District

- 1.2. The area comprised of the land described in Schedule “A” and shown in bold outline on the plan in Schedule “B” is designated as the Broadway Business Improvement District (hereinafter called the “District”).

Section 3 Amended

6. Section 3 is repealed and the following substituted:

“3. Subject to any limitations in this Bylaw, the Board may:

- (a) improve, beautify and maintain publicly-owned lands, buildings and structures in the District, in addition to any improvement, beautification or maintenance that is provided at the expense of the city at large;
- (b) acquire, by purchase, lease or otherwise, any land and buildings necessary for its purposes and improve, beautify, maintain or dispose of that land and buildings;
- (c) promote the District as a business or shopping area;
- (d) undertake improvement and maintenance of any land for use as parking and may subsequently dispose of that land by sale, lease, exchange or otherwise for public or private redevelopment for commercial purposes at a price not less than its fair market value; and
- (e) conduct any studies or prepare any designs that may be necessary for the purposes of this section.”

Section 5 Amended

7. Section 5 is amended by:

- (a) striking out “him” and substituting “them” in subsection (1);
- (b) striking out “he is appointed and until his successor” and substituting “the member is appointed and until a successor” in subsection (2); and
- (c) striking out “his appointment” and substituting “the member’s appointment” in subsection (2).

Heading “Election of Chairman, Appointment of Secretary-Treasurer” Amended

- 8. The heading “Election of Chairman, Appointment of Secretary-Treasurer” preceding section 6 is struck out and the heading “Election and Appointment of Officers” is substituted.

Section 6 Amended

- 9. Section 6 is amended by striking out “chairman and vice-chairman” and substituting “chair and vice-chair”.

Section 9 Amended

- 10. Clause (b) is repealed and the following substituted:
 “(b) any amounts contributed to the Board by City Council from money collected as payments in lieu of the provision of off-street parking facilities as required by *The Planning and Development Act, 2007* and the Board shall expend those funds for the acquisition, construction, operation or maintenance of parking facilities on land that does not form part of a street;”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9604

The Discounts and Penalties Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Discounts and Penalties Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make housekeeping amendments.

Bylaw No. 6673 Amended

3. *A bylaw of the City of Saskatoon to provide for the payment of taxes and the application of discounts and penalties thereto* is amended in the manner set forth in this Bylaw.

Section 1.1 Amended

4. Section 1.1 is amended by:
 - (a) striking out “Section 3(f) *The Urban Municipality Assessment and Taxation Regulations*” and substituting “Section 12(f) of *The Cities Regulations*” in clause (b); and
 - (b) striking out “Section 3(c) *The Urban Municipality Assessment and Taxation Regulations*” and substituting “Section 12(c) of *The Cities Regulations*” in clause (e).

Section 3.3 Amended

5. Section 3.3 is amended by striking out “an addition to the assessment roll as authorized by Section 269 of *The Urban Municipality Act, 1984*, S.S. 1983-84, Chapter U-11” and substituting “a supplementary assessment as authorized by Section 189 of *The Cities Act*, S.S. 2002, c. C-11.1”.

Section 3.6 Amended

6. Section 3.6 is amended by striking out “an addition to the assessment roll as authorized by Section 269 of *The Urban Municipality Act*, 1984 S.S. 1983-84, c. U-11” and substituting “a supplementary assessment as authorized by Section 189 of *The Cities Act*, S.S. 2002, c. C-11.1”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9605

The Downtown Business Improvement District Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Downtown Business Improvement District Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make housekeeping amendments, including those to reflect gender neutral language.

Bylaw No. 6710 Amended

3. *A Bylaw of the City of Saskatoon to designate an area in the downtown as a business improvement district and to establish a Board of Management thereof* is amended in the manner set forth in this Bylaw.

Preamble Repealed

4. The Preamble is repealed and the following substituted:
“The Council of the City of Saskatoon enacts:”.

Section 1 Amended

5. Section 1 is repealed and the following substituted:

“Short Title

1. This Bylaw may be cited as *The Downtown Business Improvement District Bylaw, 1986*.

Purpose

- 1.1. The purpose of this Bylaw is to designate an area of the downtown of the City of Saskatoon as a business improvement district under *The Cities Act*, S.S. 2002, c. C-11.1, s.25, and to establish a board of management for the business improvement district.

Establishment of Business Improvement District

- 1.2. The area comprised of the land described in Schedule “A” and shown in bold outline on the plan in Schedule “B” is designated as the Downtown Business Improvement District (hereinafter called the “District”).

Section 3 Amended

6. Section 3 is repealed and the following substituted:

“3. Subject to any limitations in this Bylaw, the Board may:

- (a) improve, beautify and maintain publicly-owned lands, buildings and structures in the District, in addition to any improvement, beautification or maintenance that is provided at the expense of the city at large;
- (b) acquire, by purchase, lease or otherwise, any land and buildings necessary for its purposes and improve, beautify, maintain or dispose of that land and buildings;
- (c) promote the District as a business or shopping area;
- (d) undertake improvement and maintenance of any land for use as parking and may subsequently dispose of that land by sale, lease, exchange or otherwise for public or private redevelopment for commercial purposes at a price not less than its fair market value; and
- (e) conduct any studies or prepare any designs that may be necessary for the purposes of this section.”

Section 5 Amended

7. Section 5 is amended by:

- (a) striking out “him” and substituting “them” in subsection (1);
- (b) striking out “he is appointed and until his successor” and substituting “the member is appointed and until a successor” in subsection (2); and
- (c) striking out “his appointment” and substituting “the member’s appointment” in subsection (2).

Heading “Election of Chairman, Appointment of Secretary-Treasurer” Amended

- 8. The heading “Election of Chairman, Appointment of Secretary-Treasurer” preceding section 6 is struck out and the heading “Election and Appointment of Officers” is substituted.

Section 6 Amended

- 9. Section 6 is amended by striking out “chairman and vice-chairman” and substituting “chair and vice-chair”.

Section 9 Amended

- 10. Clause (b) is repealed and the following substituted:
 “(b) any amounts contributed to the Board by City Council from money collected as payments in lieu of the provision of off-street parking facilities as required by *The Planning and Development Act, 2007* and the Board shall expend those funds for the acquisition, construction, operation or maintenance of parking facilities on land that does not form part of a street;”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9606

The Municipal Planning Commission Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Municipal Planning Commission Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make general housekeeping amendments.

Bylaw No. 3670 Amended

3. A bylaw of The City of Saskatoon providing for a Municipal Planning Commission is amended in the manner set forth in this Bylaw.

Preamble Amended

4. Paragraph 1 of the Preamble is amended by striking out “*The Planning and Development Act, 1983*” and substituting “*The Planning and Development Act, 2007*”.

Section 3 Amended

5. Section 3 is amended by striking out “Section 18 of *The Planning and Development Act, 1983*, as may be from time to time amended” and substituting “Section 95(3) of *The Planning and Development Act, 2007*”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9607**The Municipal Property Amendment Bylaw, 2019**

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Municipal Property Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make housekeeping amendments to reflect gender neutral language.

Bylaw No. 5729 Amended

3. *A bylaw of The City of Saskatoon to regulate and control the use by the public of property owned or controlled by the municipality* is amended in the manner set forth in this Bylaw.

Section 3 Amended

4. Section 3 is amended by striking out “his or her” and substituting “their”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9608

The Municipal Wards Commission Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Municipal Wards Commission Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make general housekeeping amendments.

Bylaw No. 8164 Amended

3. *The Municipal Wards Commission Bylaw, 2002* is amended in the manner set forth in this Bylaw.

Section 2 Amended

4. Section 2 is amended by striking out “Section 26 of *The Urban Municipality Act, 1984*” and substituting “Section 58 of *The Cities Act*”.

Section 4 Amended

5. Section 4 is amended by striking out “Sections 27, 27.1 and 27.3 of *The Urban Municipality Act, 1984*” and substituting “Sections 59, 60 and 61 of *The Cities Act*”.

Section 6 Repealed

6. Section 6 is repealed.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9609

The Noise Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Noise Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make general housekeeping amendments.

Bylaw No. 8244 Amended

3. *The Noise Bylaw, 2003* is amended in the manner set forth in this Bylaw.

Section 3 Amended

4. Section 3 is amended by:
 - (a) striking out “*The Highway Traffic Act*” wherever it appears and in each case substituting “*The Traffic Safety Act*”; and
 - (b) striking out “No. 7800” in clause (o).

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9610

The Property Maintenance & Nuisance Abatement Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Property Maintenance & Nuisance Abatement Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to:
 - (a) make necessary amendments to reflect the new corporate structure approved by City Council on November, 19, 2018; and
 - (b) make general housekeeping amendments.

Bylaw No. 8175 Amended

3. *The Property Maintenance & Nuisance Abatement Bylaw, 2003* is amended in the manner set forth in this Bylaw.

Section 3 Amended

4. Section 3 is amended by:
 - (a) striking out “No. 7800” in clause (a); and
 - (b) striking out “General Manager, Fire and Protective Services Department” and substituting “Fire Chief” in clause (g).

BYLAW NO. 9611

The Public Spitting, Urination and Defecation Prohibition Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Public Spitting, Urination and Defecation Prohibition Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make general housekeeping amendments.

Bylaw No. 8354 Amended

3. *The Public Spitting, Urination and Defecation Prohibition Bylaw, 2004* is amended in the manner set forth in this Bylaw.

Section 5 Repealed

4. Section 5 entitled "Bylaw No. 953 Amended" is repealed.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9612

The Residential Parking Program Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Residential Parking Program Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make general housekeeping amendments.

Bylaw No. 7862 Amended

3. *The Residential Parking Program Bylaw, 1999* is amended in the manner set forth in this Bylaw.

Section 3 Amended

4. Section 3 is amended by striking out “Zoning Bylaw, No. 7800” wherever it appears and in each case substituting “Zoning Bylaw”.

Section 7.1 Amended

5. Clause 7.1(1)(a) is amended by striking out “No. 7800”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9613

The Riversdale Business Improvement District Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Riversdale Business Improvement District Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make housekeeping amendments, including those to reflect gender neutral language.

Bylaw No. 7092 Amended

3. *The Riversdale Business Improvement District Bylaw* is amended in the manner set forth in this Bylaw.

Section 5 Amended

4. Section 5 is amended by:
 - (a) striking out “him” and substituting “them” in clause (a);
 - (b) striking out “he is appointed and until his successor” and substituting “the member is appointed and until a successor” in clause (b); and
 - (c) striking out “his appointment” and substituting “the member’s appointment” in clause (b).

Heading “Election of Chairman, Appointment of Secretary-Treasurer” Amended

5. The heading “Election of Chairman, Appointment of Secretary-Treasurer” preceding section 6 is struck out and the heading “Election and Appointment of Officers” is substituted.

Section 6 Amended

6. Section 6 is amended by striking out “chairman and vice-chairman” and substituting “chair and vice-chair”.

Section 9 Amended

7. Clause 9(b) is amended by striking out “*The Planning and Development Act, 1983*” and substituting “*The Planning and Development Act, 2007*”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

BYLAW NO. 9614

The Saskatoon Municipal Review Commission Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Saskatoon Municipal Review Commission Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to make housekeeping amendments to reflect gender neutral language.

Bylaw No. 9242 Amended

3. *The Saskatoon Municipal Review Commission Bylaw, 2014* is amended in the manner set forth in this Bylaw.

Section 7 Amended

4. Subsection 7(3) is amended by striking out “he or she” and substituting “the substitute member”.

Section 11 Amended

5. Subsection 11(3) is amended by striking out “he or she” and substituting “the designated member”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

Temporary Wheelchair Accessible Taxi Licences

ISSUE

This report submits for City Council's consideration Bylaw No. 9615, *The Taxi Amendment Bylaw, 2019 (No. 3)*, which implements City Council's decision to award temporary wheelchair accessible taxi licences to taxi owners and to establish new terms for temporary wheelchair accessible taxi licences.

RECOMMENDATION

That City Council consider Bylaw No. 9615, *The Taxi Amendment Bylaw, 2019 (No. 3)*.

BACKGROUND

At its June 24, 2019 Regular Business Meeting, City Council considered the report of the General Manager, Community Services Department dated June 10, 2019, and resolved:

"That the City Solicitor be requested to amend Bylaw No. 9070, *The Taxi Bylaw, 2014*, to award temporary wheelchair accessible taxi licenses to individual drivers through a sole source contract, as outlined in the report of the General Manager, Community Services Department dated June 10, 2019."

DISCUSSION/ANALYSIS

In accordance with City Council's instruction, we are pleased to submit Bylaw No. 9615, *The Taxi Amendment Bylaw, 2019 (No. 3)* for City Council's consideration.

APPENDIX

1. Proposed Bylaw No. 9615, *The Taxi Amendment Bylaw, 2019 (No. 3)*.

Report Approval

Written by: Reché McKeague, Solicitor
Approved by: Cindy Yelland, Interim City Solicitor

Admin Report - Temporary Wheelchair Accessible Taxi Licences.docx

BYLAW NO. 9615

The Taxi Amendment Bylaw, 2019 (No. 3)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Taxi Amendment Bylaw, 2019 (No. 3)*.

Purpose

2. The purpose of this Bylaw is to amend *The Taxi Bylaw, 2014* to award temporary wheelchair accessible taxi licences to taxi owners and to set new terms for temporary wheelchair accessible taxi licences.

Bylaw No. 9070 Amended

3. *The Taxi Bylaw, 2014* is amended in the manner set forth in this Bylaw.

Section 19 Amended

4. Subsection 19(3) is amended by striking out “Temporary” and substituting “Before September 3, 2020, temporary”.

Section 20 Amended

5. Section 20 is amended by:
 - (a) adding the following after subsection (3):

“(3.01) After the term established in subsection (3) has expired, a temporary wheelchair accessible taxi licence issued pursuant to subsection 9(2) shall be valid for a term commencing on September 3, 2019 and ending on September 2, 2024.”;
 - (b) adding the following after subsection (3.1):

“(3.2) After the term established in subsection (3.1) has expired, a temporary wheelchair accessible taxi licence issued pursuant to

subsection 9(3) shall be valid for a term commencing on September 3, 2020 and ending on September 2, 2024.”; and

- (c) adding the following after subsection (4):

“(4.1) If a taxi owner to whom a temporary wheelchair accessible taxi licence has been issued ceases to be a taxi owner for any reason and the term of the licence has not expired, the licence shall revert to the City and shall be reissued for the remainder of the term pursuant to this Division.”.

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

Proposed Bylaw Amendments – Bylaw No. 8683, The Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees of the City of Saskatoon

ISSUE

This report submits for City Council's consideration proposed bylaw amendments to Bylaw No. 8683, *The Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees of the City of Saskatoon*.

RECOMMENDATION

That City Council consider Bylaw No. 9616, *The Defined Contribution Pension Plan Amendment Bylaw, 2019*.

BACKGROUND

At its June 24, 2019 Regular Business Meeting, City Council considered the recommendation of the Standing Policy Committee on Finance to approve the proposed bylaw amendments recommended by The Board of Trustees for the Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees in its letter dated May 10, 2019. City Council resolved:

- “1. That the proposed amendments to Bylaw No. 8638, The Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees of the City of Saskatoon be approved; and
2. That the City Solicitor be instructed to prepare the appropriate amendments to Bylaw No. 8638 as outlined.”

DISCUSSION/ANALYSIS

The proposed Bylaw:

- includes amendments to reflect the current list of associated employers;
- reflects negotiated increases in the Member and City contribution rates;
- updates the definition of “Spouse”; and
- permits the transfer of account balances of inactive members who become members of The City of Saskatoon General Superannuation Plan to such plan for the purposes of purchasing Contributory Service.

Proposed Bylaw Amendments – Bylaw No. 8683, The Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees of the City of Saskatoon

In accordance with City Council's instruction, we are pleased to submit Bylaw No. 9616, *The Defined Contribution Pension Plan Amendment Bylaw, 2019* for City Council's consideration.

NEXT STEPS

No further steps are required.

APPENDICES

1. Proposed Bylaw No. 9616, *The Defined Contribution Pension Plan Amendment Bylaw, 2019*.

Report Approval

Written by: Christine G. Bogad, Director of Administrative & Municipal Law

Approved by: Cindy Yelland, Interim City Solicitor

Admin Report - Proposed Bylaw Amendments – Bylaw No. 8683, The Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees of the City of Saskatoon.docx
Our File: 157.0018

BYLAW NO. 9616

The Defined Contribution Pension Plan Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Defined Contribution Pension Plan Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to amend the Defined Contribution Pension Plan for Seasonal and Non-Permanent Part-Time Employees of The City of Saskatoon to:
 - (a) reflect the current list of associated employers;
 - (b) reflect negotiated increases in the Member and City contribution rates;
 - (c) update the definition of “Spouse”; and
 - (d) permit the transfer of account balances of inactive members who become members of The City of Saskatoon General Superannuation Plan to such plan for the purposes of purchasing Contributory Service.

Bylaw No. 8683 Amended

3. The Defined Contribution Pension Plan for Seasonal and Non-Permanent Part-Time Employees of The City of Saskatoon, being Schedule “A” to Bylaw No. 8683 and forming part of that Bylaw, is amended in the manner set forth in this Bylaw.

Schedule “A”, Table of Contents Amended

4. The following title is added after the title “Division of Marriage Breakdown”:
“Transfers to the City of Saskatoon General Superannuation Plan..... 22”.

Schedule “A”, Section 1.1 Amended

5. Schedule “A” is amended:

- (a) in clause 1.1(b) by:
 - (i) striking out “ – Saskatoon Community Health Unit Board”;
 - (ii) striking out “Saskatoon Centennial Auditorium Board” and substituting “The Centennial Auditorium & Convention Centre Corporation”; and
 - (iii) striking out “Saskatoon Gallery and Conservatory Corporation” and substituting “The Art Gallery of Saskatchewan Inc.”; and
- (b) in subclause 1.1(p)(ii) by striking out the words “husband and wife” and substituting “spouses”.

Schedule “A”, Section 4.1 Amended

6. Section 4.1 is repealed and the following substituted:

- “4.1 (a) For periods prior to January 1, 2019, each Member shall contribute through regular payroll deductions the sum of:
- (i) 4.8% of Earnings up to the YMPE; and
 - (ii) 6.4% of Earnings in excess of the YMPE.
- (b) Effective January 1, 2019, each Member shall contribute through regular payroll deductions the sum of:
- (i) 5.8% of Earnings up to the YMPE; and
 - (ii) 7.4% of Earnings in excess of the YMPE.
- (c) Contributions provided for in (a) and (b) above shall be credited to the Member’s Required Account as provided in Section 5.1. The contributory Earnings shall not exceed the contributory Earnings amount which will provide the maximum benefit entitlement permitted under the *Income Tax Act* in the year for which the contribution is made.”

Schedule “A”, New Section 19

7. The following section is added after section 18.6:

**“SECTION 19
TRANSFERS TO THE CITY OF SASKATOON
GENERAL SUPERANNUATION PLAN**

19.1 A Member who ceases to accrue benefits under this Plan and becomes a participant in the City of Saskatoon General Superannuation Plan may elect to transfer the value of the Member’s Required Account and the City Account to the City of Saskatoon General Superannuation Plan, in a manner consistent with the rules of the General Superannuation Plan, for the purpose of purchasing Contributory Service as defined in the General Superannuation Plan. Such transfer election shall be in full and final satisfaction of the Member’s entitlement to benefits from this Plan, and the transfer shall be a single, lump sum amount, directly from plan-to-plan.”

Coming into Force

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

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

Appointment of Integrity Commissioner

ISSUE

Bylaw No. 9537, *The Code of Ethical Conduct for City Council Bylaw, 2019* (the “Bylaw”) requires City Council to appoint an Integrity Commissioner. This report recommends a candidate suitable for the role and outlines proposed remuneration for City Council’s consideration.

RECOMMENDATION

1. That Mr. Randall Langgard be appointed as the City of Saskatoon’s Integrity Commissioner until December 31, 2021, with an option to renew for further one-year periods.
2. That the remuneration for Mr. Langgard be set out at \$2,000.00 for 2019, \$5,000.00 for 2020 and \$2,500.00 for 2021 as an annual retainer, plus an hourly rate of \$375.00 for investigation, education and advisory services.
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

BACKGROUND

At its Regular Business Meeting on April 29, 2019, City Council passed the Bylaw. This Bylaw requires the appointment of an Integrity Commissioner.

The duties and responsibilities of the Integrity Commissioner are set out in section 84 of the Bylaw and include:

- Provision of advice and recommendations to members of Council on questions of compliance with the Bylaw.
- Preparation of written materials for use by members of Council, and content for the City’s website, regarding the role and the ethical obligations and responsibilities of members of Council.
- Deliverance of educational programs to members of Council and City staff regarding the role and the ethical obligations and responsibilities of members of Council.
- Receipt and investigation of complaints under the Bylaw.

DISCUSSION/ANALYSIS

The City of Regina also has an Integrity Commissioner. There were discussions between the two cities about appointing the same Integrity Commissioner.

Mr. Langgard was appointed as Integrity Commissioner for the City of Regina in July of 2018. He was appointed after a province-wide advertisement and selection.

The City Clerk and Interim City Solicitor interviewed Mr. Langgard at the end of June, 2019. Mr. Langgard has a multi-faceted list of credentials and is uniquely qualified to perform this role for the City of Saskatoon. Mr. Langgard's biography is attached as Appendix 1.

Mr. Langgard is willing to provide services to the City of Saskatoon at the same rate as the City of Regina which is based on an annual fee plus hourly rate for work that is performed. The annual fee proposed would be \$2,000.00 for 2019, \$5,000.00 for 2020 and \$2,500.00 for 2021, plus an hourly rate of \$375.00 for investigation, education and advisory services.

NEXT STEPS

Following the appointment of Mr. Langgard, the City Clerk's Office and the City Solicitor's Office will work with him to set up appropriate training for City Council and to develop appropriate information materials.

APPENDICES

1. Biography of Mr. Langgard

Report Approval

Written & Approved by: Cindy Yelland, Interim City Solicitor

Reviewed by: Joanne Sproule, City Clerk
Jeff Jorgenson, City Manager

Randy Langgard obtained his Bachelor degree from the University of Regina and his law degree from the University of Saskatchewan. He currently practices with Gates & Company, in Regina. In addition, he served from 1985 to 1994 as a member of Regina City Council, holding numerous positions, including Chair of the Regina Board of Police Commissioners. After his terms on Council, he served as Chair of the Mayor's Task Force on Housing in Regina. His interest in public service led him to complete a Masters Degree from the Johnson Shoyama School of Public Policy and six years in the provincial government dealing with privacy, policy development, public service ethics and how to write decision-making documents for elected officials. Last summer he was appointed as Regina's first independent Integrity Commissioner. He continues to reside in Regina, is a motorcycle enthusiast, and is a volunteer for his Law Society's Pro Bono Law program.

Provincial Disaster Assistance Program

ISSUE

A significant rainfall event occurred on July 14, 2019, resulting in flooding in the City of Saskatoon affecting private property owners who experienced property damage as a result. This report seeks City Council's approval to submit a Request for Designation to the Province to designate the City of Saskatoon as an Eligible Assistance Area.

RECOMMENDATION

That the City of Saskatoon apply to the Ministry of Government Relations of the Province of Saskatchewan to be designated as an Eligible Assistance Area under the Provincial Disaster Assistance Program as a result of damages caused by excessive rain which occurred on July 14, 2019.

BACKGROUND

The City of Saskatoon experienced excessive amounts of rain resulting from rainfalls which occurred on July 14, 2019. The City has received calls from private property owners who have experienced property damage as a result of flooding from these rainfalls.

DISCUSSION/ANALYSIS

The Province of Saskatchewan has a Provincial Disaster Assistance Program which covers uninsurable damage to individual properties caused by severe weather events. It is the Administration's understanding that damage caused by excessive amounts of rain would qualify. The minimum criterion for a declaration is one claim of \$5,000.00 or several smaller claims totalling \$25,000.00. Based on calls received to date, Saskatoon has met the requirements.

In order for individual citizens to receive assistance under the Provincial Disaster Assistance Program, City Council must request, by resolution, that the City of Saskatoon be designated an Eligible Assistance Area. Once the City of Saskatoon is designated, the Province of Saskatchewan will arrange for the claims to be adjusted and make payments where appropriate. The required application forms will be available online through the Province and will be available at the City Solicitor's Office.

NEXT STEPS

Once City Council resolves to apply to the Ministry of Government Relations to be designated as an Eligible Assistance Area, the City Solicitor's Office will complete the process to have the City of Saskatoon designated and will reach out to the citizens who have contacted the City and let them know about the process to apply to the Province for assistance.

Provincial Disaster Assistance Program

Report Approval

Written by: Andrea Charlie, Solicitor
Approved by: Cindy Yelland, Interim City Solicitor
Reviewed by: Jeff Jorgenson, City Manager

Admin Report - Provincial Disaster Assistance Program.docx

From: Karen Pelletier <City.Council@Saskatoon.ca> on behalf of Karen Pelletier
<City.Council@Saskatoon.ca>
Sent: Monday, July 22, 2019 3:34 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, July 22, 2019 - 15:33
Submitted by anonymous user: 10.173.105.189
Submitted values are:

Date: Monday, July 22, 2019
To: His Worship the Mayor and Members of City Council
First Name: Karen
Last Name: Pelletier
Email: [REDACTED]
Address: [REDACTED] 9th Ave West.
City: Prince Albert
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): RCMP, Indigenous Police Service
Subject: MMIWG2S - Mayor Clark's motion to review report and city responds
Meeting (if known): City of Saskatoon Council Meeting, July 29th 1:00 pm
Comments: RCMP actions to date in regards to MMIWG2S and moving forward. Only 5 mins required.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/327472>

From: Darlene Okemaysim-Sicotte <City.Council@Saskatoon.ca>
Sent: Tuesday, July 23, 2019 4:01 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: ie_2_page_profile_2019.docx; darlene_bio_june_2019.docx



Submitted on Tuesday, July 23, 2019 - 16:00
 Submitted by anonymous user: 174.2.164.108
 Submitted values are:

Date: Tuesday, July 23, 2019
 To: His Worship the Mayor and Members of City Council
 First Name: Darlene
 Last Name: Okemaysim-Sicotte
 Email: [REDACTED]
 Address: [REDACTED] Galbraith Crescent
 City: Saskatoon
 Province: Saskatchewan
 Postal Code: S7M [REDACTED]
 Name of the organization or agency you are representing (if applicable): Iskwewuk Ewichiwitochik (Women Walking Together)
 Subject: Calls for Justice - Motion by Mayor previous
 Meeting (if known): July 29th, 2019
 Comments:
 a speaking opportunity for Calls for Justice (231 Recommendations) by National Inquiry on Missing and Murdered Indigenous Women and Girls

Iskwewuk (Party With Standing - Darlene the Non-Legal-Advocate for Iskwewuk)

Attachments:

ie_2_page_profile_2019.docx:

https://www.saskatoon.ca/sites/default/files/webform/ie_2_page_profile_2019.docx

darlene_bio_june_2019.docx:

https://www.saskatoon.ca/sites/default/files/webform/darlene_bio_june_2019.docx

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/327605>



Iskwewuk E-wichiwiwitochik (Women Walking Together)

Iskwewuk E-wichiwiwitochik (Women Walking Together) is a network of concerned citizens – activists, academics, grass roots people and organizations from the province of Saskatchewan who came together in 2005, out of concern for the lack of attention given to cases of missing Aboriginal women in Saskatchewan and Canada.

The group focuses its efforts on raising awareness of systemic violence against women through education and political action. They remain committed to the broader goal of social justice and peace, by providing moral and direct support to families of missing Aboriginal women, collaboration with organizations in the prevention of violence against women and paying tribute to missing individuals. In the future, *Iskwewuk E-wichiwiwitochik* plans to continue to focus efforts on enhancing decision making safety skills of young women and communities thorough anti-violence education.

Iskwewuk E-wichiwiwitochik has maintained a visible presence in the community through organization of awareness walks, vigils and various activities that pertain to social justice and peace. The group operates via a collective leadership and numerous volunteer hours are contributed on a yearly basis to raise the awareness of missing and murdered Aboriginal women and girls and to bring honour and remembrance to these family members. The group, which was formed in October 2005, has no office and receives no government funding.

Core Events:

- Annual “Sisters in Spirit” Oct 4th
- International Human Rights Day December 10th

Presentations / participation throughout the years:

- Non-Legal-Advocate: Party With Standing, National Inquiry on MMIWG2S 2016-2019
- Social Justice Forum, Feb. 14th March, Alex Neve Mar.10th, Think Indigenous Conf U of S, Voices (VOS), so far 2015 more to come conferences, walks, publication
- WWOS Exhibit S’toon (18 actions), RedDress Project, Anglican Women Conf - all 2014
- FSIN Youth Conference (forthcoming November 2013)
- Sisters in Spirit & Families of Sisters in Spirit Vigils, Ottawa, 2013 (annual)
- North American Indigenous Studies Association conference 2013
- Knights of Columbus, Inner City Ministry
- Our Way Conference University of Saskatchewan
- Oskayak Grade 12 Classroom
- Amnesty International “Write for Rights” Chapter 33
- Awasis Conference
- Healing our Spirit Worldwide Conference, Hawaii, 2010
- International Conference on Missing Women, Regina, 2008
- And many more

Walks/Vigils:

- Saskatoon Sisters in Spirit Vigils 2008-2018
- NWAC Sisters in Spirit Vigil, Ottawa 2013

- Families of Sisters in Spirit Vigil, Ottawa, 2013
- 1st Annual Honouring our Sisters Run/Walk at Wanuskewin Powwow 2014
- Tears for Justice, Saskatoon 2013
- Daleen Bosse-Muskego Memorial Runs
- Karina Bethann Wolfe Walks
- Walk for Justice, Saskatoon, 2008-2014
- Walk for Justice, Ottawa 2008
- PAGC WalksAnd many more

Awards:

- “Strength of Our Women Awards 2016” Leadership & Advocacy Award
Federation of Sovereign Indigenous Nations, Saskatoon, SK September, 2016
 - *Darlene R. Okemaysim-Sicotte*
 - *Myrna LaPlante*
- “Lady Justice” Award from Elizabeth Fry Society, SK, May 2015
 - *Darlene R. Okemaysim-Sicotte*
- SAPA Newsmaker of the Year, Saskatoon, IE June 2015
- Every Day Political Citizen national finalist, Fall 2013, juror Fall 2015
 - *Darlene R. Okemaysim-Sicotte*
- Joanna Miller Peace Award, Saskatoon, IE September 2013
- Queen Elizabeth II Diamond Jubilee medals, January 2013
 - *Myrna LaPlante and Darlene R. Okemaysim-Sicotte*
- Living in Harmony Award, Saskatoon, IE March 2008

Core Iskewuk Group & Part-Time Membership:

Myrna LaPlante, *Keeper of the Circle/Family*
 Darlene R. Okemaysim-Sicotte, *Keeper of the Circle/Family*
 Andrea Ledding, *IE Member*
 Helen Smith McIntyre, *IE Member*
 Mary Ann Assailly, *IE Member*
 Rachel Fiddler, *IE Member*
 Susan Gingell, *IE Member*
 Louise Clarke, *IE Member*
 Marlee Ritchee, *IE Member*
 Senator Lillian Dyck, *IE Friend*

Val Arnault-Pelletier, *IE Friend*
 Dorteia Swiftwolfe, *IE Friend*
 Carol Wolfe, *IE Family*
 Pauline Muskego, *IE Family*
 Gwenda Yuzicappi, *IE Family*
 Sheila Ledoux, *IE Family*
 Rita Bouvier, *IE Friend*
 Lorraine Pura, *IE Friend*
 Chris Sicotte, *IE Friend*
 Regina Poitras, *IE Friend*
 Patti Tait, *IE Friend*

Friends:

Women Walking Together would like to acknowledge past group members and current friends who have helped along the way: Kathie Pruden-Nansel, Colleen Thomas, Dr. Rose Roberts, Dr. Priscilla Settee, Sue Delanoy, Deb Lee, Glenda Abbott, Carol Thomas, Monica Goulet, Vice Chief Heather Bear, Robert Doucette, Shannon Loutitt, Leah Bitternose, SAWCC, SIMFC, Oskayak High School, late Christine Smillie, the late Dr. Patricia Monture and many more.

Facebook:

Iskwewuk E-wichiwitochik (Women Walking Together) has a group page; people are free to join and continue raising awareness and provide supports and encouragement to the families of the missing.

Darlene R. Okemaysim-Sicotte BIO

Darlene R. Okemaysim-Sicotte, is a Cree from Beardy's & Okemasis First Nation near the town of Duck Lake, Saskatchewan, and was educated at Rivier Academy in Prince Albert and the University of Saskatchewan. Darlene has been working with the Gordon Tootoosis Nikaniwin Theatre since 2013. Darlene's past experiences in the workplace include Executive Assistant at Saskatchewan Indian Institute of Technologies, Departmental Secretary at U of S Native Studies, and One Earth Farms FN LP. Darlene is also a 14 year member of the Saskatoon concerned citizens group Iskwewuk Ewichiwitochik (Women Walking Together) whose focus is on missing and murdered indigenous women and girls. Darlene received the Queen Elizabeth II Diamond Jubilee Medal in January 2013 for this volunteerism and national finalist & national finalist and later a juror for Samara.com "Every Day Political Citizen - Project". Darlene has written published articles and engages in local, provincial, and national interviews media outlets on Missing and Murdered Indigenous Women. Darlene has been the Non-Legal Advocate for Iskwewuk who had Party With Standing status for National Inquiry to MMIWG2S. She currently lives in Saskatoon with her husband Chris Sicotte and mother to Christopher, Cory, Aren, Sunflower, and grandmother to Albert Jr., Dayshawn, and Joseph all of whom enjoy the local, provincial, and national arts scene.

