



# Corporate Climate Adaptation Strategy

*Engagement Report*  
October 29, 2019



## Contents

Contents .....	2
List of Tables .....	3
List of Figures.....	3
Engagement Summary .....	4
Background.....	9
Strategic Goals.....	9
City Project Team.....	9
Spokesperson .....	9
Summary of Engagement Strategy.....	10
Engagement Goals .....	10
Stakeholder Identification .....	10
Meetings.....	11
External Key Stakeholder Meetings.....	11
Intended Audience.....	11
Marketing Techniques .....	11
Analysis.....	11
Data limitations .....	11
What We Heard .....	12
Workshops .....	15
Co-design .....	15
Intended Audience.....	15
Marketing Techniques .....	15
Analysis.....	15
What We Heard .....	15
Local Actions Workshop.....	15
Intended Audience.....	15
Marketing Techniques .....	16
Analysis.....	16
Data Limitations .....	16
What We Heard .....	17
Evaluation .....	19
Evaluation of Engagement Targets .....	19

Target: 75% of stakeholders invited participate ..... 19  
Target: 75% of participants felt engagement was meaningful..... 21  
Target: Total visits to project webpages are tracked ..... 23  
Target: Positive facilitator feedback ..... 23  
Next Steps..... 24

### List of Tables

Table 1: Engagement Summary..... 4  
Table 2: Summary of Engagement Strategy ..... 10  
Table 3: External Key Stakeholder Groups ..... 19  
Table 4: Internal Key Stakeholder Groups ..... 21  
Table 5: Workshop Evaluation Results ..... 22

### List of Figures

No table of figures entries found.

## Engagement Summary

The engagement goals for the development of the Corporate Climate Adaptation Strategy (the Strategy) were to inform the identification and enhancement of options to increase the City of Saskatoon’s corporate resiliency against projected changing climate conditions in a way that satisfies the FCM funding requirements for this initiative.

The engagement goals, activities offered (including dates), and the target stakeholder categories are provided in the table below.

Table 1: Engagement Summary

Engagement Goal	Engagement Activity	Date(s)	Stakeholder Categories
Identification of Actions	Internal Co-Design Workshop	May 29, 2019	Internal Key Stakeholder Groups
	1:1 or Small Group Discussions (in person, telephone, or email)	April 2019 to October 2019	Internal Key Stakeholder Groups
Identification of Additional Climate Risks to Civic Operations and Potential Adaptive Actions	Local Actions Workshop	June 26, 2019	External Key Stakeholder Groups
	1:1 or Small Group Discussions (in person, telephone, or email)	July 2019 to September 2019	External Key Stakeholder Groups

A summary of what we heard in engagement activities is summarized below in terms of the engagement goal it informs.

### Internal Engagement - Identification of Potential Resiliency Actions

The Strategy was created using the ICLEI Local Governments for Sustainability 5 Milestone Approach to Municipal Adaptation. The 5 Milestone Approach focuses on collaboration and iteration as it develops climate risk data and potential adaptation/resiliency actions through workshops and facilitated activities. Internal staff across the corporation (likely to have their services, programs, or infrastructure impacted by changing climate conditions) were invited to participate in small meetings and workshops held throughout August 2018-September 2019 to inform the development of the climate risk analysis and potential adaptation options.

Feedback from key stakeholders from several divisions across the corporation was used to directly inform the potential actions list which was later used as content for public engagement purposes. Data from these interactions was collected and immediately formed the basis of the corporate adaptation strategy, therefore a formal internal engagement report was not prepared.

## External Engagement – Enhancement of Identified Actions

External key stakeholder groups were invited to build on and help refine the Strategy content that was formed in collaboration with internal stakeholders. Several themes emerged from results of the external workshop, meetings and discussions, many of which related to risks that could prevent the successful implementation of the Strategy and actions or opportunities to minimize the risks. These are discussed below.

### Corporate Strategy, Community Impacts

Several external participants noted concerns with the separation of a corporate strategy from a community strategy. Because residents pay taxes and the corporate strategy has the potential to influence service levels or the way the City offers services, there is no way to avoid community level impacts as a result of this plan.

While some external participants acknowledged that the corporate strategy appears to be strictly internal with no immediate cost implications known, they question the potential for future cost implications that may result from implementation and encourage the City to be transparent on this topic. Some participants expressed concerns with any actions that may result in tax increase or additional fees for businesses.

Some external participants offered that by amending the initial project scope and positioning the Strategy as a holistic corporate and community strategy, it may also inspire people to take their own adaptive measures which may in turn help the City to achieve its adaptation goals.

### Uncertainty

Climate change modelling is completed in a way where no single projection provides a certain picture of the future. Best practice projection analysis requires consideration of a range of possible future projections. The adaptive or anticipatory governance model designed to respond to uncertainty is best suited to use multiple climate projections or scenarios in decision making. Participants felt that the City appeared to be planning for adaptation based on a single projection and if so it would reduce the success of the Strategy and may lead to mistrust in climate science if future climate conditions do not exactly align with the projection selected. Ensuring and communicating the consideration of a range of projections in all climate adaptation decisions would reduce this risk considerably.

## Public Perception

Public perception is seen by external participants as a considerable risk to the implementation of the corporate climate adaptation strategy. Participants identified climate change denial, misunderstanding of future climate projections and cost implications as potential deterrents to public acceptance of and support for the Strategy. To improve public acceptance of the initiative, participants suggested developing a strong marketing or education campaign designed to:

- create a culture shift;
- change attitudes and behavior;
- focus on the need and urgency of climate action;
- be transparent about climate science and uncertainty; and
- clarify “Wilder, Warmer, Wetter” as grouping criteria instead of projections. For example, while an overall increase in precipitation is projected, the seasonal variability of precipitation may mean that in certain seasons, there may be less precipitation. As such, the City will need to create resilience in both wet and drought conditions.

## Education and Communication

Several external participants identified project risks related to miscommunication and miseducation about the Strategy and climate change in general. Participants provided several suggestions to help mitigate this risk including:

- Use the language of money to communicate with residents and business.
- Answer questions like:
  - What is climate change?
  - How and when we will see effects of climate change?
  - What can residents do to prepare?
- Provide a list of services or programs the City currently offers to help residents build resilience in their home or businesses.
- Share clear and transparent expectations for impacts to residents and businesses to help people prepare for changes.
- Clearly communicate the difference between the Strategy and the Low Emissions Community initiative in a clear and simple way including justification for presenting these as two separate reports so that the public can understand.
- Do not tell people what to do, motivate them to be part of the solution moving forward.
- Be clear and transparent about how the Strategy will be funded as part of this budget cycle and into the future.
- Present the business community with information so they can understand what the Strategy is, why it is being explored, and what benefits or impacts it may create for Saskatoon.



## Leadership and Governance

External participants identified both risks and opportunities related to positioning the City as a leader in climate change adaptation planning through the creation and implementation of the Strategy.

Some participants explained that they felt that a successful strategy implementation requires City Council and Administration to not only mandate implementation of the strategy but to continue to champion and drive it through to completion. However other participants cautioned that use of the term “mandatory” is often not well received, especially in the business community. Leadership should also show their support in terms of funding for community initiatives that align with the corporate Strategy.

Participants provided the following tips or considerations when it comes to applying the Strategy within the administrative framework:

- Review all climate action initiatives to ensure they are resilient.
- Ensure that actions are connected and woven throughout administration instead of housed under one working group.
- Think about adaptation at the higher level and do not fall victim to reactionary response. The example provided was not immediately providing funding to flood victims when funding could be better focused on prevention of additional flood events.
- Include consideration of the “extreme” projections in adaptation planning. Think about using emergency management exercises to have these conversations in a safe and productive way.

## Sharing Resources

Participants referenced the benefits of creating and nurturing partnerships with community organizations and other levels of government to align messaging, reach vulnerable or marginalized groups in the city and share resources, effort and costs.

Several participants offered the opportunity to partner on implementation of the Strategy. Partnership models could include sharing resources, providing research funding, contracting services or developing cross-organization collaborative teams.

Partnership with the provincial (specifically Water Security Agency) and federal governments in terms of emergency management planning, resource sharing and funding was also noted as an opportunity.

## Engagement Considerations for Implementation

External and internal participants expressed concerns about the potential for disproportionate impacts to specific stakeholder groups and provided the following suggestions to help reach the groups most likely to be impacted by future implementation:

- How to reach marginalized groups who may be disproportionately impacted by changes to City services:
  - Work with local service providers and community members to access vulnerable or marginalized populations to build solutions together.
  - Create events that offer honorariums, child care and a meal to make it easier for marginalized groups to participate.
  - Use engagement to make sure cool down centers are located in areas where vulnerable populations have easy access.
- Engage flood victims or those at risk before developing flood related programming to determine willingness to relocate.
  - Think about asking people who have been flooded many times, once, or never flooded but are at risk, what it would take for them to move. Some people will refuse to evacuate or move.
- Think about the mobilization of actions through engagement at the group, corporate, business, organization and individual level.

## Consideration of results

Results from workshops, meetings and discussions with internal stakeholders directly informed the development of the civic climate risk inventory (presented in Local Actions Part 1) and opportunities to address these risks (presented in Local Actions Part 2).

Results from engagement with external stakeholders were considered to enhance the corporate adaptation strategy. Some examples of stakeholder-informed Strategy enhancements included:

- An option to expand the scope of the corporate adaptation strategy to include a community focus may be included for City Council's consideration as part of the implementation decision item;
- Presentation slides, other communication tools, and process documents that outline climate projections for Saskatoon have been updated to ensure it is clear the City follows climate risk management best practices and uses the full range of available projection data, through the development of high-medium-low change scenarios; and
- Partnerships with other levels of government and other (internal and external) organizations are prominently relied on throughout the Strategy goals and objectives.

The majority of the remaining feedback from external stakeholders focused largely on implementation risks and management options. This feedback will be revisited during implementation planning for specific actions as they are approved for future implementation.



## Background

The mandate for the City of Saskatoon's Climate Action Plan is founded in the 2018-2021 Corporate Strategic Plan through the Strategic Goal of Environmental Leadership, "*the effects of climate change on civic services are proactively addressed*".

Consistent with the Strategic Goal of Environmental Leadership, the City signed an agreement with the Global Covenant of Mayors for Climate and Energy in November 2015. As a signatory, the City is required to be an active contributor to global climate change solutions by reducing emissions and building resiliency against projected and actual climate change impacts.

Cities and rural locations across Canada are impacted by progressively frequent and severe heat waves, sudden and powerful rain events, and unseasonable weather patterns causing social, economic and environmental devastation today.

The development of the corporate climate adaptation strategy was co-funded through a grant from the Federation of Canadian Municipalities (FCM) and civic capital.

The Strategy's key activities included:

- Researching projected climatic changes for Saskatoon and assessing the risk these pose to the City's programs, services, and infrastructure;
- Engaging internal stakeholders and key external groups in developing a list of impacts to guide preparedness planning and resiliency options creation;
- Developing a list of options and a proposed implementation plan to improve the City's resiliency against projected changing climate conditions; and
- Creating reports and presentations for City Council.

## Strategic Goals

Climate adaptation refers to activities that increase the ability of a location or organization to prepare for, withstand, and rebound from the impacts of changing climate conditions. Climate adaptation is an important component of municipal climate action. The creation of a corporate climate adaptation strategy for the City of Saskatoon directly supports the Strategic Goals of Environmental Leadership and Asset and Financial Sustainability. Specifically related to "*proactively addressing the effects of climate change*" and "*key civic infrastructure assets are maintained and funded to minimize total life cycle cost.*"

## City Project Team

- Kristin Bruce – Project Manager
- Twyla Yobb – Project Supervisor
- Nasha Spence – Project Supervisor
- Leighland Hrapchak – Communications Consultant
- Katie Suek – Public Engagement Consultant
- Jeanna South – Director of Sustainability

## Spokesperson

- Jeanna South – Director of Sustainability

## Summary of Engagement Strategy

This engagement strategy summary includes discussion about engagement goals and stakeholder identification.

### Engagement Goals

The objective of engagement is to inform the identification, enhancement and advancement of options for actions to increase the City of Saskatoon’s corporate resiliency against projected changing climate conditions. The engagement program includes engagement with both internal and key external stakeholder groups. The level of participation, objective, engagement goal and proposed engagement activity for each stakeholder is shared in the table below.

Table 2: Summary of Engagement Strategy

Stakeholder	Level of Participation	Objective	Engagement Goal	Engagement Activity/Component
Internal Stakeholders	Collaborate	Facilitate discussion to identify common ground for actions and solutions.	Identification of Resiliency/ Adaptation Actions	Co-Design Event
				Advice and Support;
				1:1 Meetings
Key External Stakeholder Groups	Consult	Obtain feedback and enhancements.	Identification of Additional Climate Risks to Civic Operations & Potential Adaptive Actions	Workshops
				1:1 Meetings

### Stakeholder Identification

Internal and external stakeholders were identified based on their potential to be disproportionately impacted by the projected effects of climate change or potential adaptive changes to City services, or because they have experience or specialized knowledge in climate adaptation planning.

To comply with grant requirements, engagement is required with the following external stakeholder groups:

- Insurance Groups
  - Information from this group was collected through Strategy specific conversations and a previous storm water management project.
- Indigenous Groups
  - Members of the Indigenous Technical Advisory Group were invited to participate in engagement activities.
- General Public
  - Additional public stakeholders who may have interest or valuable knowledge to offer in development of the Strategy include the following subject matter expert groups:
    - University working groups, staff, lectures, and/or professors
    - Climate related special interest groups or research organizations
    - Climate professionals from local businesses

## Meetings

Small Group and 1:1 discussions were organized with both internal and external key stakeholder groups. Internal meetings were coordinated exclusively by the project team and no meeting minutes were prepared. Relevant information received during meetings with internal stakeholders was assessed and where appropriate, immediately incorporated into project working documents.

A summary of the results from External Key Stakeholder Meetings is provided in this section.

### External Key Stakeholder Meetings

The goal of external key stakeholder meetings was to identify additional climate risks to civic operations and enhance potential adaptive actions.

The majority of small group and 1:1 discussions were focused on informing stakeholders about the intent of the Strategy and exploring available research and partnership opportunities. Where this was the primary focus of discussion, formal minutes were not recorded.

Formal minutes were prepared to detail discussion items from meetings where risk identification and adaptive actions were discussed. Meeting minutes were analysed from the following key stakeholder groups:

- Johnson Shoyama Graduate School of Public Policy;
- Department of Sociology and Social Studies, University of Regina;
- Saskatoon Greater Chamber of Commerce;
- Saskatchewan Regional Economic Development Authority;
- Saskatoon North Business Association; and
- Business Improvement Districts

### Intended Audience

Small group or 1:1 meetings took place with representatives from external key stakeholder groups. A complete list of stakeholders is provided in the Evaluation Section in Table 3.

### Marketing Techniques

Small Group or 1:1 discussions were organized by direct email or telephone invitations.

### Analysis

All comments from meeting minutes provided were analyzed for emergent themes across all respondents.

### Data limitations

While the purpose of meetings with external key stakeholder groups was to identify additional risks and actions, the topics of partnerships opportunities and available data seemed to dominate most discussion. In discussions that were related to risks and actions, more feedback was received on community risks/actions than corporate risks/actions. While several organizations were engaged on the topic, only six organizations provided feedback that could be used to inform the engagement goal.

## What We Heard

Six themes emerged from analysis of all meeting minutes and discussion notes. These themes are described below with examples.

### *Governance*

Participants provided the following tips or considerations when it comes to applying the corporate strategy within the administrative framework.

- Review all climate action initiatives to ensure they are designed to be resilient.
- Ensure that actions are connected and woven throughout Administration instead of housed under one working group.
- Include consideration of both cold weather energy efficiency and warm/hot weather energy efficiency.
- Think about adaptation at the higher level and do not fall victim to reactionary response. The example provided was not immediately providing funding to flood victims when funding could be better focused on prevention of additional flood events.
- Must match water quality with proper uses.
- Include consideration of the “extreme” projections in adaptation planning. Think about using emergency management exercises to have these conversations in a safe and productive way.
- Must also consider that infill and lack of regular maintenance and infrastructure renewal are also causes of flooding in addition to climate change. Need to improve in these areas.

### *Corporate Strategy, Community Impacts*

Several participants noted concerns with the separation of a corporate strategy from a community strategy. Because residents pay taxes and the Strategy has the potential to change service levels or the way the City offers services, there is no way to avoid community level impacts as a result of this plan.

While some participants acknowledged that the corporate strategy appears to be strictly internal with no immediate cost implications known, they question the potential for future cost implications that may result from implementation and encourage the City to be transparent on this topic. Some participants expressed concerns with any actions that may result in tax increase or additional fees for businesses.

By positioning the Strategy as a community strategy, it may also inspire people to take their own adaptive measures which may in turn help the City to achieve its adaptation goals.

### *Land Use Planning*

Participants identified the following risks/opportunities related to land use planning:

- The City should be thinking about clay-based land development.
- Small changes like tree planting are preferred by the business community instead of disruptive changes.
- Infill is a problem in highpoints, as runoff impacts other areas.
- When thinking about pests, one needs to understand that more green space, which we need, may bring additional numbers and diversity in pests. Management planning and resources will be required to support the green infrastructure measures.

### *Sharing Resources*

Several participants offered the opportunity to partner on implementation of the Strategy. Partnership models could include sharing resources, providing research funding, contracting services or developing cross-organization collaborative teams.

Partnership with the provincial (specifically Water Security Agency) and federal governments in terms of emergency management planning, resource sharing and funding was also noted as an opportunity.

### *Education and Communication*

Several participants identified project risks related to miscommunication and miseducation about the Strategy and climate change in general. Participants provided several suggestions to help mitigate this risk including:

- Use the language of money (return on investment; payback periods and avoided costs, etc.) to communicate with residents and business.
- Be careful when communicating about mandating design standard and building code changes. The business community is very concerned about any mandatory change as well as changes that see the City of Saskatoon moving faster than national regulatory bodies.
- Answer questions like what is climate change, how and when we will see the effects and what can residents do to prepare?
- Provide a list of services or programs the City currently offers to help residents build resilience in their home or businesses.
- As the information comes available, share clear and transparent expectations for impacts to residents and businesses to help people prepare for changes.
- Clearly communicate the difference between the Strategy and the Low Emissions Community initiative in a clear and simple way including justification for presenting these as two separate reports so that the public can understand.
- Education should not tell people what to do but rather motivate them to be part of the solution moving forward.
- Be clear and transparent about how the Strategy will be funded as part of this budget cycle and into the future.
- Present the business community with information so they can understand what the Strategy is, why it is being explored, and what benefits or impacts it may create for Saskatoon.

*Engagement Consideration for Implementation:*

Participants expressed concerns about the potential for disproportionate impacts to specific stakeholder groups and provided the following suggestions to help reach the groups most impacted by future implementation:

- How to reach marginalized groups who may be disproportionately impacted:
  - There is a real need to work with local service providers and community members to access vulnerable or marginalized populations to build solutions together.
  - Create events that offer honorariums, child care and a meal to make it easier to participate.
  - If you create cool down centres for high heat days, make sure they are located in areas where vulnerable populations have easy access.
- Engage flood victims or those at risk before developing flood related programming to determine willingness to relocate.
  - Think about asking people who have been flooded many times, once, or never flooded but are at risk, what it would take for them to move.
  - It is also important to think about the way the program is designed. Like with an evacuation: “some people will always stay or say no unless it is mandatory.”
- Think about the mobilization of actions through engagement at the group, corporate, business, organization and individual level.



## Workshops

Two workshops were offered to seek feedback to inform development the Strategy including the Co-Design Workshop and Local Actions Workshop.

### Co-design

The Co-Design workshop event took place on May 29, 2019 and provided internal subject matter experts with opportunity to identify resiliency actions as part of the Strategy. The goal of the workshop was to develop a preliminary list of proposed actions to manage identified climate risks. A total of 26 participants from 16 different divisions attended the Co-design workshop.

### Intended Audience

The co-design event is limited to internal stakeholders as these are the groups who are most knowledgeable about the organizational structure, operations of their individuals businesses and work groups, as well as opportunities and barriers within the City administration.

### Marketing Techniques

Participants were invited by email.

### Analysis

Because the goal of the workshop was to develop a list of proposed actions, all data was recorded and considered by the project team in its original form. No additional analysis was required.

### What We Heard

The results of this workshop were used to directly populate a list of proposed resiliency actions.

### Local Actions Workshop

The Local Actions Workshop for key external stakeholder groups took place June 25, 2019 from 2:00 pm to 5:00 pm at Diefenbaker Centre.

The purpose of this workshop was to inform key stakeholder groups of the projected climate changes for Saskatoon and seek feedback on, and enhancements to, the “climate risk and civic operations inventory” and the “proposed local adaptive actions” based on participant knowledge, experience and understanding of current best practice and innovative approaches.

The workshop consisted of a combination of information sharing, table top activities and wall stations. Information was shared at the workshop to help prepare participants for each activity.

### Intended Audience

Representatives from 37 key stakeholder groups identified as having specialized knowledge on climate change adaptation planning or increased likelihood of facing climate change related impact were invited to the workshop to share their unique knowledge and concerns.

A total of 11 participants from 8 key stakeholder groups attended. The stakeholder groups represented included:

- Saskatchewan Research Council,
- Global Institute for Water Security,
- Global Water Futures,
- South Saskatchewan River Watershed Stewards,
- Walking Saskatoon,
- Saskatoon Food Council,
- Saskatoon Cycles, and
- Meewasin.

## Marketing Techniques

### *Email Invitations*

Participants from a variety of key stakeholder groups were invited by email to attend the workshop to share their unique knowledge on climate change adaptation and/or belong to fields likely to be impacted by climate change effects.

### *Referrals*

Some invitees suggested other potential participants for the workshop or 1:1 meetings who were then invited to participate.

## Analysis

Participants used sticky notes to provide comments on each of the wall activities. Open dialogue group discussions were recorded by facilitators and notes were provided for consideration. All data was analysed for emergent themes in response to each question posed. Thematic analysis was also conducted on comments in response to all activities or questions to identify any overarching themes for project team consideration.

## Data Limitations

### *Mitigation vs Adaptation*

Several comments provided by participants were clearly meant to inform climate change mitigation initiatives instead of climate change adaptation. While several of these comments were easily identifiable, it is possible that other comments were meant to address mitigation as well, but were not as easily identifiable. This is a consideration that the project team will keep in mind while reviewing the data.

### *Mistrust and Frustration*

A common theme throughout the workshop discussions and evident in some of the comments provided was a mistrust of how participant input would inform or influence the decision making process for this project. Participants expressed their frustrations with past engagement programs and their disappointment in previous City Council decisions on unrelated initiatives.

Participants indicated that, given their past experiences, they have little confidence that their input will have any influence on City Council's decision making process regarding the Strategy. These negative experiences were a recurring topic in group discussions throughout the workshop and may have impacted other participants' trust in the engagement process, reducing their willingness to

participate fully and meaningfully in the workshop activities. The project team will consider, in review of the results, that the limited number of comments and feedback received does not necessarily indicate support for the Strategy content in its current form.

#### *A Focus on Climate Change Experts for Engagement*

The invitees for the workshop and the 1:1 meetings were selected for their experience and expertise on matters of climate change, including climate adaptation. The intention of this approach was to tap into their depth of knowledge on the subject to help inform a climate adaptation strategy. The limitation to this focused approach is that it is not inclusive to the breadth of public perspectives regarding climate change.

### **What We Heard**

Several themes emerged from comments across several activities. These themes are discussed below.

#### *Uncertainty*

Climate change modelling is completed in a way where no single projection provides a certain picture of the future. Best practice projection analysis requires consideration of a range of possible future projections. The adaptive or anticipatory governance model designed to respond to uncertainty is best suited to use multiple climate projections or scenarios in decision making. Participants felt that the City appeared to be planning for adaptation based on a single projection and it would reduce the success of the Strategy and may lead to mistrust in climate science if future climate conditions do not exactly align with the projection selected. Ensuring and communicating the consideration of a range of projections in all climate adaptation decisions would reduce this risk considerably.

#### *Public Perception*

Public perception is seen by participants as a considerable risk to the implementation of the initiative. Participants identified climate change denial, misunderstanding the projections and cost implications as potential deterrents to public acceptance of the strategy. To improve public acceptance of the initiative, participants suggested developing a strong marketing or education campaign designed to:

- Create a culture shift.
- Change attitudes and behavior.
- Focus on the need and urgency of climate action.
- Be transparent about climate science and uncertainty.
- Clarify “Wilder, Warmer, Wetter” as grouping criteria instead of projections. For example, while an overall increase in precipitation is projected, the seasonal variability of precipitation may mean that in certain seasons, there may be less precipitation. As such, the City will need to create resilience in both wet and drought conditions.
- Set goals that no one can argue with like “The City will be sustainable”.
- Apply a cost or price to everything. Cost implications and benefits are often how we make decisions.
- Monitor citizen change in attitude before and after project implementation.

### *Leadership*

Participants explained the need for City Council and Administration to not only mandate implementation of the strategy but to continue to champion and drive it through to completion. Leadership should also show their support in terms of funding for community initiatives that align with the corporate Strategy.

Alternatively, participants also explained that we cannot just tell residents to do better, we need to offer them alternatives to existing solutions and then work to remove the barriers that supported the original behavior.

### *Sharing Resources*

Participants referenced the benefits of creating and nurturing partnerships with community organizations and other levels of government to align messaging and share resources, effort and costs.

## Evaluation

Evaluation of the engagement targets and measures of success and a discussion about opportunities for improvement are provided in this section.

### Evaluation of Engagement Targets

Our targets, measures for success and evaluation of success are provided below.

#### Target: 75% of stakeholders invited participate

*Events are well attended by target stakeholders with 75% or more of invited organizations, both internally and externally, represented in final engagement report. The project team will track the total number of internal and external stakeholder groups engaged throughout the project.*

#### Result

Sixty one target stakeholder groups were invited to participate in engagement activities. Of those invited, 69% participated in a workshop and/or 1:1 meeting. A breakdown of internal and external target stakeholder groups, how they were invited to engage and if and how they participated is provided in this section.

A total of 43 external key stakeholder groups were invited to participate in the Local Actions Workshop and/or a 1:1 or small group discussion. A total of 24 of these groups (56%) participated in either the Local Actions Workshop (8 stakeholder groups) and/or a 1:1 or small group discussion in person, by telephone or by email (19 stakeholder groups). The key stakeholder groups engaged, or invited to engage are provided in the table below.

Table 3: External Key Stakeholder Groups

Target Key Stakeholder Groups External Organizations	Local Actions Workshop		Group or 1:1 Meeting	
	Invited	Attended	Invited	Attended
Saskatchewan Research Council	●	●	●	●
Saskatchewan Health Authority	●		●	●
Saskatchewan Ministry of Environment	●			
Saskatchewan Water Security Agency	●			
University of Saskatchewan:				
• Department of Geography and Planning	●		●	●
• School of Environment and Sustainability	●		●	●
• College of Law	●			
• Department of Political Studies	●			
• Global Water Futures	●	●	●	●
• Global Institute of Water Security	●	●	●	●
• Johnson Shoyama Graduate School of Public Policy	●		●	●
• College of Education	●			
• School of Public Health	●			
• College of Agriculture and Bio-resources	●			
Meewasin	●	●		
Saskatchewan Environmental Society	●			
Saskatoon Food Council	●	●		

Target Key Stakeholder Groups External Organizations	Local Actions Workshop		Group or 1:1 Meeting	
	Invited	Attended	Invited	Attended
Climate Justice	●			
Saskatchewan Watershed Authority	●			
Partners for the South Saskatchewan River Basin	●			
South Saskatchewan River Watershed Stewards	●	●		
Saskatoon Council on Aging	●			
Saskatoon Cycles	●	●		
Walking Saskatoon	●	●		
Saskatchewan Chamber of Commerce	●			
Saskatoon Greater Chamber of Commerce			●	●
North Saskatoon Business Association			●	●
Riversdale Business Improvement District	●		●	●
Broadway Business Improvement District	●		●	●
Sutherland Business Improvement District	●		●	●
33 <sup>rd</sup> Street Business Improvement District	●		●	●
Downtown Business Improvement District	●		●	●
Saskatchewan Regional Economic Development Authority			●	●
SaskPower			●	●
H2Adapt	●			
CanNorth Environmental Services	●			
Environmental Dynamics Inc.	●			
X-terra Environmental Consulting Ltd.	●			
Western Heritage	●			
City of Regina	●		●	●
Bedford Road Collegiate			●	●
Indigenous Technical Advisory Group	●		●	
University of Regina				
• Department of Sociology and Social Studies			●	●
<b>Total</b>	<b>37</b>	<b>8</b>	<b>20</b>	<b>19</b>



A total of 18 internal stakeholder groups (divisions) were targeted for engagement. All divisions invited participated in either the co-design workshop (16 groups) and/or 1:1 or small group discussions either in person, by telephone, over email or a combination of methods (14 groups).

The divisions who were invited to participate in engagement activities and a summary of the activities they in which they partook are provided in the table below.

Table 4: Internal Key Stakeholder Groups

Target Key Stakeholder Groups Internal Divisions	Co-design Workshop		1:1 or Small Group Meeting	
	Invited	Attended	Invited	Attended
Sustainability	●	●	●	●
Saskatoon Water	●	●		
Saskatoon Fire	●	●	●	●
Organizational Strategy Execution	●	●		
Recreation and Community Development	●	●	●	●
Parks	●	●	●	●
Roadways, Fleet and Support	●	●	●	●
Facilities Management	●	●		
Major Projects and Preservation			●	●
Saskatoon Light and Power	●	●	●	●
City Solicitors	●	●	●	●
Building Standards	●	●	●	●
Construction and Design			●	●
Finance	●	●		
Transportation	●	●	●	●
Planning and Development	●	●	●	●
Human Resources	●	●	●	●
Water and Waste Operations	●	●	●	●
Total	16	16	14	14

**Target: 75% of participants felt engagement was meaningful**

More than 75% of formal participant feedback forms from the internal and external engagement opportunities states that the events were “a meaningful opportunity to contribute to the City’s corporate climate adaptation strategy” and “a good use of their time”.

*Result:*

A total of 9 participants from the Local Actions Workshop and 22 participants from the Internal Co-design Workshop submitted feedback forms.

Respondents selected from a scale of emoticons reflecting happy, somewhat happy, neutral, somewhat unhappy and unhappy faces in response to the statements shown below to describe their engagement experience. The percentage of participants who responded happy or somewhat happy is provided.

Table 5: Workshop Evaluation Results

Statement	% of Participants Happier than Neutral	
	Local Actions Workshop 9 Participants	Co-design Workshop 22 Participants
Overall How Was Your Experience?	100%	100%
This was a valuable use of my time and energy.	56%	95%
It was easy for me to participate in the process	89%	86%
The information was clear and understandable	100%	86%
I understood what was expected of me as a participant.	100%	91%
The facilitator kept us engaged and focused	100%	95%
All participants were given the opportunity to contribute	100%	95%
I believe that my voice mattered in this conversation	78%	95%
I understand how my input will be used.	78%	91%

More than 75% participants from both workshops reported a positive engagement experience in response to all evaluation form statements with the exception of “This was a valuable use of my time and energy”. Only 56% of external key stakeholder workshop participants agreed that the workshop was a valuable use of their time and energy.

When asked to describe what did not work participants from the **Local Actions** workshop mentioned that the group size was too small for the activities designed and that open discussion may have been a better use of the time. Participants also noted that there was too much content to cover in the time allotted and that at times the activities felt rushed. They also noted that it was obvious that there were left over concerns from other events and while the concerns seemed legitimate, they wondered if the intent of the workshop “got a little lost.”

When asked how the City could improve in these areas, some participants expressed frustration with civic planning that consists of “endless consultations that generate reports that have no impact”. They shared that they no longer see the value in attending engagement events.

Other participants requested more information and time to process the content in advance of the workshop so they could participate more fully. They also felt that it would have been helpful to have conversations with participants at the other table to help generate new ideas.

Participants noted difficulties understanding how various City initiatives interact and felt it would be helpful to have a clear map or visual of all plans.

**Co-design** participants identified time constraints, unfamiliar content and lack of ability to prepare in advance as areas that did not work well. They also expressed some confusion regarding the risk management activity.

When asked how the Project Team could improve in these areas, participants suggested providing more time and clarity around the activities and sharing the content and activities with participants ahead of the workshop so they could better prepare.

### *Opportunities for Improvement*

In the future, we will consider providing content in advance so participants can prepare for meaningful participation. Future engagement activities will be planned with more time allocated to each activity.

We will consider sharing a graphic that illustrates how the City's sustainability initiatives connect and interact with the Climate Action Plan.

We will take steps to clearly explain the how participant input can inform Administration's decision making process. A complete engagement report with participant input from all engagement activities will be shared with City Council as an attachment to the Strategy document and Council Report.

### **Target: Total visits to project webpages are tracked**

*The engagement and communications consultants, with support as needed from the digital content consultant, will track the total number of visits to the Local Actions and Local Actions Engage webpages during the project's duration from April 1, 2019 – October 31, 2019.*

#### *Result:*

Between April 1, 2019 and October 7, 2019, the Local Actions project webpage received 362 visits. A Local Actions Engage Page was not created, therefore no visitor information is available.

### **Target: Positive facilitator feedback**

*During engagement sessions facilitators report that participants are:*

- *interested in the topic and actively contributing to discussions*
- *able to understand the materials presented*
- *contributing both supportive feedback and ideas to further enhance the City's list of adaptive capacity and resiliency options*

#### *Result:*

Facilitators met following each of the events to discuss what went well and where there was room for improvement. While the feedback from facilitators was mostly positive, it was noted that some participants were very vocal about their frustrations regarding negative past engagement experiences and unrelated decision outcomes and that this unsupportive feedback may have influenced the willingness of attendees to participate meaningfully. Facilitators also mentioned that given the small turn out at the workshop and that several participants from the same organization sat together, it might have inspired more diverse and meaningful discussion to either have a group discussion or to shuffle the tables around.

### *Opportunities for Improvement:*

In addition to applying more focus and discussion around setting expectations for how participant comments can influence each decision, we will also provide "check-ins" for participants during events to see if there is anything facilitators could do to improve their engagement experience which could include things like shifting to an open floor discussion or shuffling table participants.

## Next Steps

The *Corporate Climate Adaptation Strategy* is expected to be submitted to City Council in December 2019.

Implementation options for the strategy may be presented to Council at the same meeting, or may be deferred to a future meeting.

If City Council approves implementation of any initiatives presented in the Strategy, it is recommended that this Engagement Report is reviewed as part of project charter or planning processes for each initiative. Any implementation of actions with potential to impact the public will require additional public engagement.