

**G) Community Engagement Strategy and Process**  
**(File No. CC 100-1)**

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**RECOMMENDATION:** that the plan for the City of Saskatoon's Visioning initiative be approved to proceed with Request for Proposals as identified in this report.

**BACKGROUND**

On December 14, 2009, City Council approved Administration to proceed with a community engagement plan for the City of Saskatoon's Community Visioning initiative. In addition, City Council approved the reallocation of \$400,000 from the Transportation Infrastructure Expansion Reserve to fund the plan.

As Saskatoon continues to grow and the issues facing us become more complex, we recognize the need and value of engaging our citizens on a community-wide basis. The intent is to adopt a vision of our future that is clear, forward thinking, sustainable, inclusive, and desirable to residents. The vision is one current and future residents will be able to embrace and collectively aspire to achieve over the next 50 to 70 years.

The engagement process will be designed in a manner that enables the community to talk about what really matters to them and derive their values. The information received will help guide future decision making by City Council and Administration in the development of a long-term City of Saskatoon Strategic Plan.

The purpose of this report is to present a refined picture of the Community Visioning process in order to proceed with an official request for proposals for professional services to support this initiative.

**REPORT**

The Community Visioning initiative has the following key objectives:

1. Capture what matters to the citizens of Saskatoon and derive the values that drive those beliefs.
2. Inform and educate the community so they are engaged throughout the process.
3. Manage the expectations of the community (e.g. cost in relation to benefit).
4. Use the community values to help guide future decision making by City Council and Administration through the development of a long-term strategic plan.

5. Ensure the City of Saskatoon's principles for community engagement are followed:
  - Municipal government decisions are made in a context that is sensitive and responsive to public concerns and values.
  - The community engagement process must demonstrate inclusiveness, openness, honesty, and transparency of purpose, as well as communication of the results.
  - The process must be respectful of decision-making protocol.
  - The process must demonstrate a commitment to being time-sensitive and cost effective.

### THE PROJECT MODEL:

The project model developed for the consultation plan may include three major components as outlined below. Refer to Attachment 1 for a copy of the Community Visioning Project Model & Timelines. The final model is subject to change, pending what the consultants propose, so long as they are able to demonstrate meeting key project objectives as outlined above.

#### **A. Spring 2010 Forum** (Proposed Date: May or early June 2010)

Anticipated Participation: 1,500 to 2,000 people

The kick-off forum will take place over the course of one to two days, and the community at large will be invited to talk about what matters to them as the city grows. The spring forum will provide information to derive the values of the community and guide future decision making in the development of a long-term strategic plan.

In an effort to bring a variety of backgrounds and skills together, the City of Saskatoon will develop a special invitation list and work with a consultant to promote citizen participation. Careful consideration will be given to making the forum as inclusive as possible, including individuals from all age groups and cultural, socio and economic backgrounds (youth, adults, seniors, Aboriginal, immigrants, persons with disabilities); community stakeholders and partners (health, education, justice, fire, housing, police, etc.); business and community leaders; other orders of government (Federal, Provincial, Aboriginal, RMs, etc.); and surrounding area residents who commute to Saskatoon.

#### **B. Voice It Your Way** (Proposed Dates: May – November 2010)

The community visioning initiative must offer opportunities for citizens to have their voice heard using a variety of tools.

#### Community Voice Tool Kit

A "Community Voice Tool Kit" may be developed as part of the process. Business leaders, civic staff, and other volunteers would be encouraged to become trained facilitators to support the community in hosting their own Community Voice Sessions between August and November 2010. The tool kits may require unique approaches for different market segments such as elementary school students versus high school and secondary educational

institutions; community agencies and business community; not-for-profit organizations; civic staff; and cultural groups.

### Website/Social Media

Administration is also proposing to incorporate the use of a unique website and social media channels to engage our citizens, particularly youth – starting in May. The website may include background information, upcoming opportunities, community voice tool kit and session dates, video footage from past events and speakers, online surveys, blog posts/comments, video submissions, etc.

### **C. Themed Workshops** (Proposed Dates: September – November 2010)

There are several topics or themes that are critical to guiding the future of Saskatoon and need to be further explored. The workshops would be designed in a manner to create dialogue, generate ideas and develop innovative proposals with a diverse group of people, aptitudes and interests. These themes may evolve and need to be modified based on the input from earlier stages of the Community Visioning process. The theme workshops would include participation from municipal officials, community leaders, business community, civic staff and residents. Topics include:

- 1) Transportation & Connectivity/Distribution of Employment Centres
- 2) Density/Diversification/Infill Development
- 3) Environmental Initiatives
- 4) Regional Cooperation
- 5) City Centre Plan
- 6) Culture Plan (currently in progress)

### COMMUNICATIONS AND PROMOTIONS:

To ensure the success of the Community Visioning initiative, the community must be fully aware of the opportunities available to have a voice in our future and to engage the population through the entire process. Therefore, it is critical to incorporate a number of methods to communicate all events and ways to participate. This will include a variety of tools such as utilizing the media to promote the visioning initiative, an interactive website and social media tools, paid advertising (print, radio, and television), public service announcements, direct mail campaigns, and special invitations.

### COMMUNICATING RESULTS:

City Council, civic staff, and the public will be kept informed on the progress made and the feedback gathered. Administration has identified approximately four key stages for reporting over the next 12 to 18 months.

### SUPPORT RESOURCES:

In addition to outside services, the Community Visioning initiative will require dedicated human resources for a project manager, along with support resources for communications, website and event logistics. Plans are underway to reassign existing staff and/or to hire short-term positions for these functions.

### INTEGRATING CURRENT PROJECTS:

An important aspect of the Community Visioning initiative is to integrate projects currently under way and approved for 2010. Refer to Attachment 2 for a detailed list of projects.

### INPUT INTO STRATEGIC PLAN:

The input gathered through the visioning initiative will be used to derive the community values and provide input to City Council and Administration for the long-term City of Saskatoon strategic plan.

### OPTIONS

There are no options for consideration.

### POLICY IMPLICATIONS

There are no policy implications.

### FINANCIAL IMPACT

On December 14, 2009, City Council approved the reallocation of \$400,000 from the Transportation Infrastructure Expansion Reserve to fund the plan. Professional services will be applied to ensure the broadest and most inclusive engagement of citizens as possible. Outside services will be utilized to coordinate and launch the Community Visioning Initiative and themed workshops.

The budget for this process has not been finalized, and the Administration will report back to City Council once further details have been confirmed and consultant proposals have been received.

## **STAKEHOLDER INVOLVEMENT**

The stakeholder involvement is described within this report.

## **PUBLIC COMMUNICATION PLAN**

The public communication plan is described within this report.

## **PUBLIC NOTICE**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

## **ATTACHMENTS**

1. Community Visioning Project Model & Timelines
2. Community Visioning Initiative, Integrating Current Projects

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City Manager  
Date: \_\_\_\_\_

# ATTACHMENT #1

## COMMUNITY VISIONING PROJECT MODEL & TIMELINES

**2009**

**STRATEGIC INTELLIGENCE REPORT**  
 This report identifies trends and key drivers likely to impact the City of Saskatoon in the years ahead using the best fact-based information available. The Strategic Intelligence Report will be shared with City Council, Civic Staff, and the Community.

**2010**

**Community Visioning Initiative**  
 Understanding what matters to citizens as our city grows, and deriving their values to provide direction to City Council and Administration to develop a long-term City of Saskatoon Strategic Plan.

May or June

**SPRING 2010 FORUM**

A kick-off forum will take place over one to two days. Key stakeholders and the community will be invited to talk about what matters to them as the city grows.  
**Outcomes:** Inform and educate the community so they are engaged throughout the process; manage the expectations; capture what matters to the citizens and derive their values; and guide future decision-making by City Council and Administration for long-term strategic planning to ensure the City of Saskatoon's principles for community engagement are followed.

**DAY 1**  
 Welcome Address  
 Motivational Key Note Speaker  
 Educational Session

**DAY 2**  
 Key Note Speaker  
 Voicing Community Values  
 Introducing a Community Tool Kit

May to November

**VOICE IT YOUR WAY**

The Community Visioning initiative will offer many opportunities for our citizens to have their voice heard using a full variety of tools, including a community voice tool kit/sessions and a website/social media.  
**Outcomes:** Inform and educate the community so they are engaged throughout the process; manage the expectations; capture what matters to the citizens and derive their values; and guide future decision-making by City Council and Administration for long-term strategic planning to ensure the City of Saskatoon's principles for community engagement are followed.

**COMMUNITY VOICE TOOL KIT & SESSIONS**  
 Training Volunteers & Civic Staff  
 June 2010  
 Community Voice Sessions

**WEBSITE:** Background, Upcoming Opportunities, Community Voice Tool Kit/Sessions, Event Video Footage  
**SOCIAL MEDIA:** Twitter, Facebook, Blogs, Online Surveys, Video Submissions

September to November

**THEMED WORKSHOPS**

Host a number of themed workshops with people of diverse backgrounds, aptitudes, and interests; including municipal officials, community and business leaders, civic staff, and residents. The themes identified are subject to change based on input from the spring forum, community voice sessions, and input gathered through social media tools.  
**Outcomes:** Create dialogue, generate ideas, and design innovative proposals in a manner that provides direction for the future of Saskatoon.

Transportation Connectivity/  
Distribution of Employment

Density, Diversification, Infill Development

Regional Cooperation

Environmental Initiatives

City Centre Plan

Cultural Plan (Currently In Progress)

June 2010 to February 2011

**2011**

**SYNTHESIZING IDEAS & COMMUNICATING RESULTS**  
 Throughout the consultation process, status reports will be provided to Council and the public on key developments, and a final Community Visioning report will be completed.  
**Outcomes:** Capture what matters to the citizens, derive the values, and guide future decision-making by City Council and Administration for long-term strategic planning.

Spring Forum Interim Report

Themed Workshop Interim

Voice It Your Way Interim Report

Final Community Visioning Report

**CITY OF SASKATOON STRATEGIC PLAN**  
 (Developed by City Council & Administration)

**DEPARTMENTAL BUSINESS PLANS**  
 (Developed by Departments)

An important aspect of the Community Visioning initiative is to integrate projects currently under way and approved for 2010. The initiative will provide general direction to the following topic areas:

a) Official Community Plan and Zoning Bylaw

In 2008, the City began a review of its Official Community Plan and Zoning Bylaw, which contain policies to guide and regulate land use and development. The review was split into two phases. The first phase was completed in 2009. New bylaws were adopted to align with various civic projects and address changes in provincial legislation, improve planning processes, and clarify the ways the bylaws are interpreted and applied.

The second phase will include a review of future growth, local neighbourhood and transportation issues. To ensure Saskatoon grows and develops in ways that meet community needs in these areas, the Community Visioning initiative will address the following topics:

*i. Future Growth Issues*

- The Official Community Plan and Zoning Bylaw promote compact growth. How compact should new neighbourhoods be? Should more homes be put in existing neighbourhoods?
- An objective of the Official Community Plan and Zoning Bylaw review is to develop sustainable neighbourhoods. What does it mean to have a sustainable neighbourhood?
- Neighbourhoods are traditionally designed to support two elementary schools. In recent years, this has meant larger neighbourhoods. How should neighbourhoods be designed in the future?

*ii. Local Neighbourhood Issues*

- Infill development in existing neighbourhoods can help achieve the objective of a compact city. Infill development works best when it is sensitive to the neighbourhoods that surround it. What policies could the City have to support infill development, while ensuring it fits with the character of the area, and preserves the quality of life within the neighbourhood?

iii. *Transportation Issues*

- Like many other cities, Saskatoon is quite automobile-dependent. Other forms of transportation, such as public transit, biking, and walking, can have environmental and health benefits, reduce the pressure on roads, and potentially delay the need for another bridge. How should we plan the city in the future to encourage all of these modes of transportation? Areas to consider may include:
  - Plan bus routes to ensure apartments, condominiums, schools, and businesses are located nearby to support transit.
  - Plan for rapid transit options such as street cars and light-rail transit lines.
  - Plan dedicated bike lanes on major roads.

b) City of Saskatoon Cultural Plan

The Cultural Plan is currently underway and is intended to strengthen, harmonize, and raise the profile of cultural endeavours through systematic planning. It will provide Saskatoon with a cultural vision that will help identify City and community priorities for strengthening the arts and heritage sector. The Plan will articulate the importance of cultural planning within the overall municipal sustainable planning process by establishing synergies with key City growth plans. The final Plan will help Saskatoon respond to opportunities in the global creative economy to further develop the city as a creative centre.

c) City Centre Plan

The City Centre Plan is a three-year capital project to develop a new comprehensive plan for the downtown and adjacent areas. The new Plan will be based on a shared community vision for the area. The Plan will address public spaces, pedestrian environment, all modes of transportation, public transit facilities, future growth and development, infrastructure capacity, the linkage of downtown to adjacent areas, a concept plan for the civic square, as well as other key activity areas.

d) Other Community Engagement Projects

In December 2009, the City of Saskatoon implemented a coordinated corporate approach to community engagement. The Community Engagement Coordination Team will review all proposed projects with the consultant to incorporate the timing and implementation with the Community Visioning initiative.