



**PUBLIC AGENDA
EXECUTIVE COMMITTEE**

Monday, September 21, 2015, 1:00 p.m.
Council Chamber, City Hall

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

Recommendation

That the agenda be confirmed as presented.

3. DECLARATION OF PECUNIARY INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of the Public Meeting of Executive Committee held on August 19, 2015 be approved.

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

6.2 Matters Requiring Direction

6.2.1 The Partnership - Saskatoon Downtown Business Improvement District - New Chair [File No. CK. 175-48]

5 - 5

Recommendation

That the information be received.

6.2.2 Meewasin Valley Authority - 2014 -2015 Annual Report [File No. CK. 430-20]

6 - 34

Recommendation

1. That the speaker be heard; and
2. That the information be received.

6.2.3	Call for National Pharmacare Strategy - Kevin Beaulieu [File No. CK. 277-1]	35 - 39
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Recommendation

That the information be received.

6.3 Requests to Speak (new matters)

7. REPORTS FROM ADMINISTRATION

7.1 Delegated Authority Matters

7.2 Matters Requiring Direction

7.2.1	The 2016 Business Plan and Budget Process - Fall Public Engagement [File No. CK. 430-72 x 1700-1]	40 - 46
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Recommendation

That the information be received.

7.2.2	Civic Operations Centre - Capital Project #1584 - Construction Update [File No. CK. 600-27]	47 - 49
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Recommendation

That the information be received.

7.2.3	Aboriginal Engagement and Inclusion [File No. CK. 5615-1]	50 - 64
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Recommendation

That the information be received.

8. LEGISLATIVE REPORTS

8.1 Delegated Authority Matters

8.2 Matters Requiring Direction

- 8.2.1 **Sasktel Centre - Request to change Saskatchewan Place Association's Bylaw No. 1 [File No. CK. 175-31]** 65 - 68

Recommendation

That should Executive Committee agree with Saskatchewan Place Association Inc.'s request for an increase to the size of the Board, City Council authorize its representative or representatives to execute a resolution of the members of Saskatchewan Place Association Inc. approving such change, as drafted by the City Solicitor.

- 8.2.2 **Municipal Governance Structure [File No. CK. 255-2]** 69 - 76

Recommendation

That the issues identified in this report be further reviewed by the Leadership Team Governance Subcommittee and that a further report with final recommendations be provided for Executive Committee's consideration no later than the November 16, 2015 meeting of Executive Committee.

9. URGENT BUSINESS

10. IN CAMERA AGENDA ITEMS

Recommendation

That the Committee move *In Camera* to consider the following items:

10.1 Verbal Updates

10.1.1 Council Members

10.1.1.1 His Worship the Mayor

10.1.1.1.1 Agency Update [File No. CK 180-6]

[In Camera - Economic/Financial]

10.1.1.2 FCM/SUMA

10.1.1.3 Boards and Commissions

10.1.1.3.1 Personnel Matter [File No. CK. 4560-1]

[In Camera - Personnel Matters]

10.1.2 Administration

10.1.2.1 City Manager

[Sections 13, 14(1), 15(1), 16(1), 17(1), 18(1), 19, 20, and 21- LAFOIPP]

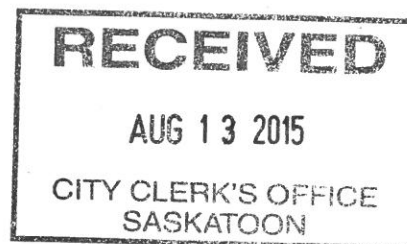
10.1.2.2 Labour/Personnel Matter [File No. CK. 4730-1]

[In Camera - Personnel Matters]

11. ADJOURNMENT

**THE PARTNERSHIP**

Saskatoon Downtown Business Improvement District



August 13, 2015

Ms. Joanne Sproule, City Clerk
City Clerk's Office
2nd Floor, City Hall
222 3rd Avenue North
Saskatoon SK S7K 0J5

Dear Ms. Sproule:

Re: New Board Chair

This is to advise that Mr. Dave Denny has stepped down as Chair of the Board of Management for The Partnership and also from the Board of Management. Mr. Denny served on the Board for almost 8 years. There is no immediate replacement for Mr. Denny's position on the Board of Management, although it is anticipated that new members will be added later this summer or fall.

Mr. Chris Beavis was selected as the new Chair by the Board, and assumed his new role effective August 11, 2015. The current composition of the Board of Management includes the following individuals:

Mr. Chris Beavis, Chair
Mr. Christopher Ryder
Ms. Jacqueline Gallagher
Mr. Derrek Fahl
Ms. Roxanne Woodley
Ms. Tamara Bowman
Mr. Doug Fast
Mr. Kevin Johnson
Ms. Della Keen & Mr. Terry Napper (shared position representing Midtown Plaza)
Councillor Troy Davies

Sincerely,

Brent Penner
Executive Director

430-50

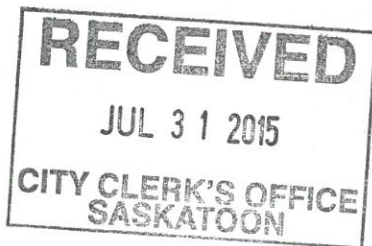


Meewasin Valley Authority
402 - 3rd Avenue South
Saskatoon, Saskatchewan
S7K 3G5
Phone (306) 665-6887
Fax (306) 665-6117

Meewasin

July 30, 2015

City Clerk's Office
City of Saskatoon
222 Third Avenue North
Saskatoon, SK S7K 0J5



Dear Sir or Madam:

Re: Request to Present at Executive Committee Meeting on September 21, 2015

Attached herein please find copies of the Meewasin Valley Authority's 2014-2015 Annual Report. Toddi Steelman, our board chair, Doug Porteous, Meewasin's Community Development Manager, and I would like the opportunity to present this report using a PowerPoint presentation to provide a summary to the Executive Committee at its September 21, 2015 meeting.

I understand that the meeting commences at 1:00 pm. If possible could we be placed on the agenda between 1:00 and 3:00 pm? In addition please advise of any time constraints. Thank you.

Sincerely,


Lloyd Isaak
Chief Executive Officer

cc: Toddi Steelman
Doug Porteous





A World-Class Corridor. Naturally Beautiful, Uniquely Ours.

2014 - 2015 ANNUAL REPORT

Meewasin 

Message from the Acting Chair & CEO



Charlie Clark, Acting Chair



Lloyd Isaak, CEO

Front Cover: "Spring Morning on the Meewasin Trail" photo courtesy Karen Edwards

What Is Meewasin: Created in 1979 by an Act of the Province of Saskatchewan, Meewasin is a conservation organization dedicated to conserving the cultural and natural resources of the South Saskatchewan River Valley. It is the means by which the three participating parties (the City of Saskatoon, the Government of Saskatchewan, and the University of Saskatchewan) have chosen to manage their riverbank lands. The creation of Meewasin is based on the concept that the partners working together through a single agency – Meewasin – can accomplish more than they could individually.

Meewasin was created by Founders of great vision who adopted Moriyama's *Meewasin Valley Project 100-Year Conceptual Master Plan*. Meewasin is currently in the 36th year of this plan and is loved by the general public who take great pride in their Meewasin Valley; a collection of links and nodes hosting parks, conservation areas, canoe launches, back shore connections, interpretive centres, paths of history and more than 80 km of Meewasin Trail.

This past fiscal year, Meewasin completed the second year of the Meewasin Matters Trail Campaign for the purpose of raising \$8 million to extend the Meewasin Trail 8 km in the northwest and 7 km in the southeast. By March 31, 2015 Meewasin had reached 96% of its goal.

Meewasin completed its work at River Landing Phase 2 with an adult outdoor fitness centre, and extended the Meewasin Trail to Wanuskewin Heritage Park with the official opening planned for early June 2015. Wayfinding signage was installed at Beaver Creek Conservation Area, and a number of other areas in the Conservation Zone that required attention were upgraded. A major review of existing Meewasin Trail infrastructure was also completed.

Meewasin's Planning and Conservation Department launched Meewasin's Strategic Plan, a vision for the next ten years. Meewasin continued to partner with the City of Saskatoon to develop the Meewasin Northeast Swale Master Plan and continued to work on modifications to the Conservation Zone.

The third aspect to Meewasin's mandate of Conservation and Development is Education. This past year, Public

Programs had contact with more than 72,000 participants. This took place at our two interpretive centres: Beaver Creek Conservation Area and the Meewasin Valley Interpretive Centre, as well as at other locations in the valley, on the Meewasin Trail, in the parks and through outreach programs. Thousands enjoyed Meewasin's new website and interacted with us on social media.

It was a good year for Meewasin but with many changes. Meewasin regrettably saw Chair Jack Vicq retire from the board on June 30, 2014. However, we were fortunate to have Vice Chair Councillor Charlie Clark take on the role in an acting capacity. Charlie is a longtime supporter of Meewasin who "walks the walk". He undertook the role of Meewasin Chair until a new Chair could be appointed. On April 10, 2015, Toddi Steelman was appointed as the 9th Chair of the Meewasin Board.

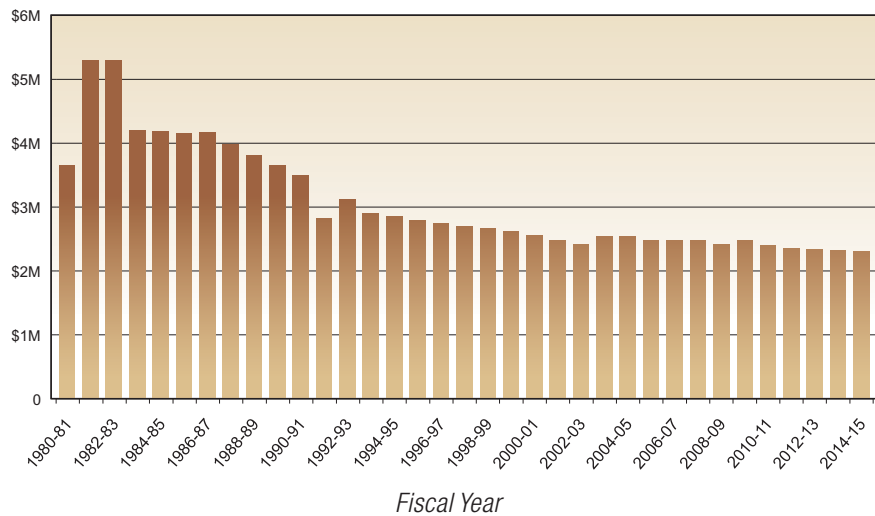
Meewasin had changes to other board positions as well and would like to extend a thank you to retiring board members: Jack Vicq, Ilene Busch-Vishniac, Randy Fernets and Marion Ghiglione. And in their place Meewasin welcomed new board members: Toddi Steelman, Gordon Barnhart, Leanne Nyirfa and Carmen Campbell.

Meewasin Funding Losing Pace

For Meewasin, it was a successful year, but one that continued to be fraught with concern. As has been reported in past annual reports, Meewasin's statutory funding has not kept pace with inflation. Meewasin continues to lose 1-2% of its purchasing power annually which affects Meewasin's ability to leverage outside support in the way of matching grants. Meewasin has

worked hard to communicate our funding dilemma to our participating parties and we were encouraged that the City of Saskatoon recognized our concern by providing a major funding increase for trail work. However, there is still concern that the levels of statutory funding received from the three participating parties have eroded our ability to meet future objectives. ◆

Statutory/Supplementary Funds to Meewasin Adjusted to Real Dollars (Millions) (CPI December)



Meewasin's Jurisdiction

Meewasin is centred in Saskatoon and runs approximately 60 km along the river valley through Saskatoon and Corman Park, from Pike Lake in the southwest to Clarke's Crossing in the northeast. It encompasses conservation areas, parks, museums, interpretive centres, university lands, canoe launches, community links and more than 80 km of Meewasin Trail. Including the South Saskatchewan River, there are more than 65 square km (25 square miles) in the Conservation Zone.

Meewasin Appoints 9th Chair



Toddi Steelman

Toddi Steelman first joined Meewasin in November 2012, as a member of the Meewasin Conservation Advisory Committee. Steelman is the Executive Director of the School of Environment and Sustainability (SENS) at the University of Saskatchewan. She holds a Bachelor of Arts from West Virginia University, a Master of Public Affairs from Princeton, and a Ph.D. from Duke University. She has

taught at both Princeton and Duke, as well as at the Universities of Colorado and North Carolina State. In 2008, Steelman was an associate professor and Fulbright Scholar at Simon Fraser University. She joined the School of Environment and Sustainability at the University of Saskatchewan in August 2012. She was appointed to the Meewasin Board as a University of Saskatchewan representative in July 2014. Steelman becomes the 9th Chair of the Meewasin Valley Authority.

As Meewasin's newly appointed 9th Chair, Steelman commented: "What really inspires me about the Meewasin Valley Authority as an organization is the dedication of many to protecting, maintaining and investing in the river valley – an area that is so integral to the quality of life enjoyed in Saskatoon. I am honoured with this appointment and look forward to working as board chair with the diverse groups that care deeply about Meewasin and its importance as the heart and beauty of our city."

Operations

Meewasin Board of Directors

**retired board members*
***retired committee members*

Staff photo: Front Row L-R: Andrea Ziegler, Kenton Lysak, Sarina Gersher, Amber Burton, Lis Mack, Sue Bouchard, Betty Calvert, Eryn Tomlinson, Alan Otterbein, Kathy Thomas, Wayne Stus.
Back Row L-R: Fred Prokusk, Nola Stein, Lloyd Isaak, Andrew Rapin, Doug Porteous, Calvin Young, Teresa Duerr, Brenda Kramarchuk, Renny Grilz, Madelyn Perkins, Mike Velonas, Gillian May, Lauren Achtemichuk, Reed Lewko, Lauren Dyck, Gwen Charman.
Missing: Andrew Whiting, Amanda Bullin, Kat Eliason, Jamie Harder, Lennox Saunders, and Matthew Unruh.



Right: Meewasin Valley Centre Interpretive Staff;
L-R: Amanda Bullin, Kat Eliason, Andrew Whiting.



Chair, Jack Vicq* Vice Chair, Charlie Clark Darwin Anderson Mayor Don Atchison Gordon Barnhart Ilene Busch-Vishniac* Carmen Campbell Randy Fernets*
 Marion Ghiglione* Zach Jeffries Mairin Loewen Brent Martian Leanne Nyirfa Roger Parent Toddi Steelman Colin Tennent

Meewasin Board of Directors

Jack Vicq (Chair), Charlie Clark (Vice Chair), Darwin Anderson, Mayor Don Atchison, Gordon Barnhart, Ilene Busch-Vishniac*, Carmen Campbell, Randy Fernets*, Marion Ghiglione*, Zach Jeffries, Mairin Loewen, Brent Martian, Leanne Nyirfa, Roger Parent, Toddi Steelman, and Colin Tennent.

Meewasin Committees

Public ownership in decision making is one of Meewasin's five guiding principals. To that end Meewasin committees are invaluable to the work undertaken.

Resource Conservation Advisory

The Resource Conservation Advisory Committee advises the Meewasin Board in its work to ensure the health of the Meewasin Valley. Committee members were Darwin Anderson (Chair), Peter Goode, Margaret Hendry, Peggy Sarjeant, Janine Shadick, Toddi Steelman** and Bert Weichel.

Development Review

The Development Review Committee is a statutory committee created under the Meewasin Valley Authority Act to provide professional and unbiased recommendations regarding the acceptability of

proposed improvements within the Meewasin Valley. Committee members were Terry Frank, Moir Haug**, Jim McEwen, Al Mickelson, Elisabeth Miller**, Beatrice Regnier (Vice Chair), Anna Ringstrom, Bill Schaffel, Mitch Strocen (Chair), and Ryan Walker.

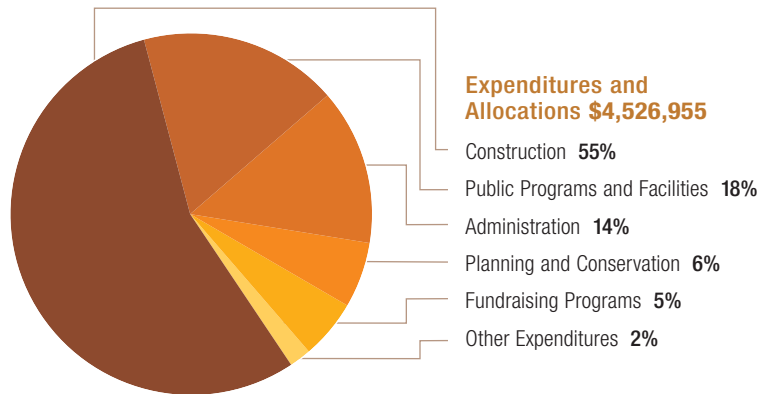
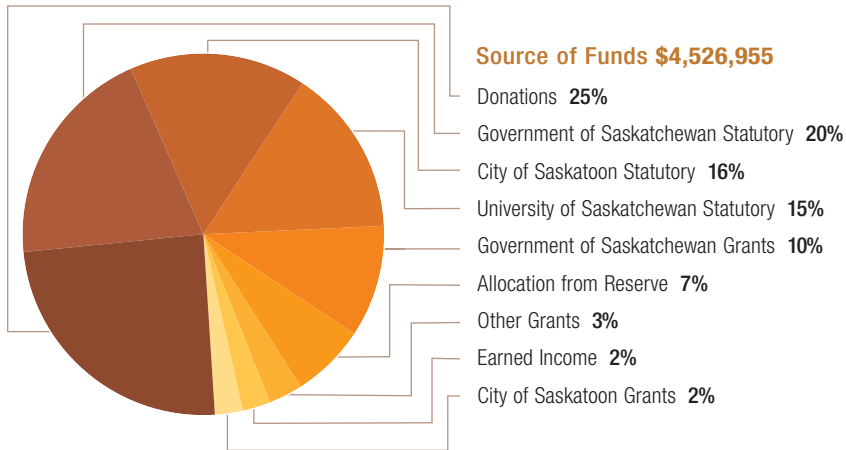
Design Advisory

The Design Advisory Committee assists the Meewasin Board in its work to develop opportunities for human interaction with the natural and cultural heritage resources of the valley by providing sensitive built environments in the context of the natural valley environment. Committee members were Danny Gray, Bianca Hilbert, Brent Martian (Chair), John Penner, Genevieve Russell and Natalie Walliser.

Education Advisory

The Education Advisory Committee advises the Meewasin Board on its policy development in education. Committee members were Max Abraham (Vice Chair), Elan Ballantyne**, Brendan Bitz (Chair), Bruce Bradshaw, Cindy Coffin**, Melanie Elliott, Terri Fradette, Marion Ghiglione**, Mairin Loewen, Maurice Postnikoff, Michael Voralia, and Scott Whiting.

Meewasin Financial Highlights as of March 31, 2015



Endowment Funds

The endowment funds, for the benefit of Meewasin, are owned and managed by the Saskatoon Community Foundation. At December 31, 2014, the endowment fund balances were as follows: Meewasin Naturally Fund \$783,037, Wes Bolstad Fund \$17,989, and Susan Lamb Fund \$20,518. Audited financial statements are available by request.



“Meewasin Founder” Cliff Wright

Considered to be one of Meewasin’s Founders, Cliff Wright, passed away on December 9, 2014. Cliff was the Mayor of the City of Saskatoon from 1976 to 1988 and served on the Meewasin Board for most of that time. Cliff was a respected citizen and contractor who played a key role as Mayor initiating the Meewasin concept to City Council, the business community and Saskatoon as a whole. He was a respected advocate for Meewasin. Among many positive directions, he played a key role in passing a motion that a percentage of Meewasin’s annual budget should go into riverbank, park and trail development for the benefit of the general public. Meewasin honoured founders Cliff Wright, Peggy McKercher and Roy Romanow on Meewasin International Trails Day, June 1, 2013. Meewasin has also developed signage recognizing its Founders from “grass roots” people like the late Joanna Miller, who helped to initiate the concept and recognize the great vision to create the Meewasin Valley Authority. Meewasin will be planting a tree in the valley to commemorate Cliff Wright and his contribution to the valley.

Above, left to right: Attorney General Roy Romanow, University of Saskatchewan Principal (President) Bob Begg, Mayor Cliff Wright, Architect Dr. Raymond Moriyama at a Meewasin planning meeting, late 1970s.

Conservation



Dr. Raymond Moriyama, Architect

2014-2015 Conservation, Development and Education

Meewasin is guided by *The Meewasin Valley Project 100-Year Conceptual Master Plan*, drafted in 1978 by Raymond Moriyama, the foundation document for Meewasin's current Development Plan. Meewasin initiatives strive toward the outcomes of health, fit, balance and vibrancy.

Meewasin's Mandate

Meewasin's mandate is to ensure a healthy and vibrant river valley for the benefit of present and future generations, with a balance between human use and conservation by:

- Providing leadership in the management of its resources;
- Promoting understanding, conservation and beneficial use of the valley; and,
- Undertaking programs and projects in river valley development and conservation.

Meewasin fulfills this mandate by undertaking development review, by securing lands of interest, by leading and participating in short term and long range land use planning, and by nurturing conservation, development and education.

Development Review

The Meewasin Valley Authority Act enables coordination and control over the development, conservation, maintenance and improvement of land within the Meewasin Conservation Zone. It is advised by a statutory committee of professional planners, architects, landscape architects, engineers and geotechnical engineers.

Meewasin's Development Review process is complementary to other environmental or heritage review-permitting processes. It focuses on the following parameters:

- Consistency with the Meewasin Development Plan;

- Conservation and interpretation of significant natural systems, and natural and cultural heritage;
- Slope stability and good drainage practices;
- Designs complementary to the natural setting of the river valley; and,
- Provision for public access.

In the fiscal year ending March 31, 2015, Meewasin reviewed 15 proposed improvements to the river valley Conservation Zone. The applications included the following:

- Traffic Bridge Replacement;
- North Commuter Parkway;
- Beaver Creek Conservation Area Wayfinding Signage;
- Meewasin Trail Northwest Extension and Southeast Donor Plaza;
- River Heights Community Association Sign;
- Shakespeare on the Saskatchewan Extension;
- RUH Generator Plant Proposal;
- 15th Street Storm Outfall Restoration;
- Diefenbaker Park Recreation Facility;
- Shakespeare/Mendel Shoreline Armoring;
- Meewasin Northeast Swale Master Plan Concept;
- Zhongshan Ting – Victoria Park;
- Seasonal Commercial Enterprise in Parks Policy;
- Rotary Park Lift Station Restoration Work; and
- Gordie Howe Bowl Upgrades.



Above: Luc Delanoy, Meewasin Resource Management Officer, and volunteers identify plants at the Meewasin Northeast Swale.



Above: Shepherd Jared Epp at the Saskatoon Natural Grasslands interprets the predator-prey relationship of his Border Collies and sheep, and the importance of sheep grazing in promoting biodiversity in natural areas. Meewasin first used sheep grazing to mimic natural disturbance to the land in 2004.

Conservation continued

Securing Lands of Interest

The original Meewasin concept aims to create a ribbon of green through the city with the river as a spine. Meewasin continues to seek opportunities to secure long term stewardship of land with conservation value. Stewardship may be secured through public ownership, inclusion in Meewasin's jurisdiction or conservation easements. Meewasin will continue to invest in partnerships with the City of Saskatoon to bring new shoreline added to city limits into the Conservation Zone.



Enhancing Biodiversity

Meewasin strives to protect and enhance biodiversity in the Meewasin Valley through grazing, prescribed controlled burning, removing exotic species and noxious weeds, clean-ups, seed collecting and planting of native grasses and wild flowers.

Valley Stewardship

Many volunteer groups including the Saskatoon Nature Society, school students, and corporate volunteers assist with Meewasin's conservation work. These volunteer stewards usually participate as a group with their own supervisor to work under Meewasin staff.



Top: Western Red Lily – Tiger Lily.

Bottom: Fritillary Butterfly.

Meewasin Northeast Swale

The Meewasin Northeast Swale is within the Greater Swale, an ancient river channel that begins at Peturrson's Ravine and carves a 26 km long path parallel to the South Saskatchewan River. It is one of the largest pieces of unbroken prairie and riparian wetland in the Saskatoon region with patches of rare fescue grassland. The Swale is home to several rare, endangered and culturally significant species.

Within Saskatoon city limits and the Municipality of Corman Park, the Greater Swale supports historically significant natural and cultural resources that are managed within Meewasin's Conservation Zone.

Working with the City of Saskatoon, Meewasin is developing a Master Plan for the Meewasin Northeast Swale. It includes the interpretation and education of these resources within the city. The Swalewatchers, a valued volunteer group, have played an important role in advising Meewasin and the City on direction for the Swale.

River Users Meeting

Each spring Meewasin coordinates a meeting of a variety of river users, including representatives from the City, and emergency services who meet to discuss summer river recreation. The River Users Meeting in 2014 was held on May 14.

Strategic Plan 2014-2024

In 2013, Meewasin undertook an extensive process with stakeholders to develop a ten-year strategic plan. The plan enables Meewasin to reflect its core mandate and past work, and to consider emerging opportunities.

The strategic plan is titled: *A World-Class Corridor. Naturally Beautiful, Uniquely Ours. A Vision for the Meewasin Valley 2014-2024*. It defines an overarching vision for the Meewasin Valley and articulates three major themes, and key directions to achieve the vision. The Meewasin Strategic Plan 2014-2024 was approved by the Meewasin Board of Directors and announced publicly in June 2014. ◆



Left: Luc Delaney, Resource Management Officer, supervises a controlled burn in the Peggy McKercher Conservation Area for the purpose of promoting biodiversity.

Below: The Meewasin Valley is recognized as a provincial resource. A visitor pictured below experienced snow for the first time in the Meewasin Valley, ice skating for the first time at the Cameco Meewasin Skating Rink @PotashCorp Plaza and sledding for the first time at Pest Hill. She is pictured here at the Capilano Lookout December 2014.



Left: Volunteer stewards plant trees at the Peggy McKercher Conservation Area – Summer 2014.

Development

Managing Resources in the Valley

The work of the Design & Development Department this past fiscal year was to manage the resources in the river valley. These included the following:

River Landing

- Ongoing construction and landscape restorations in River Landing Phase 2 (west of the Senator Sid Buckwold Bridge) including trail connections directly below Avenue C, down to the Meewasin Trail;
- Completion and opening of the Adult Fitness Area;
- Installation of all site furniture and tree grates; and
- Ongoing monitoring and maintenance of the bioswale at the water play area.

Trail Work

- Completing the majority of work on the Meewasin Trail in the northwest from 71st Street to Wanuskewin Heritage Park with some landscape restoration and drainage work remaining;
- Completing the majority of work on the Meewasin Trail in the southeast from the Circle Drive South Bridge to the SaskPower lands with some landscape restoration remaining;
- Beginning the Southeast Donor Recognition Plaza at Diefenbaker Park including connections to the existing Meewasin Trail at Diefenbaker Park, with stairs and concrete work to be completed in 2015; and
- Collecting and assessing the results of the Trail Study, highlighting trail infrastructure repair, replacement needs and gaps in the network, including estimates of future trail use and capacity.

Horticulture/Construction & Design

- Installation of site furniture (benches, trash units, and trailhead signs);
- Supporting the Meewasin Plant-A-Tree program, installing bricks and plaques;
- Assisting and directing volunteer groups with tree and shrub plantings;
- Providing tree and shrub plantings for City of Saskatoon infrastructure restoration projects in Cosmopolitan Park;
- Construction and installation of new information and wayfinding signage at Beaver Creek Conservation Area;
- Managing the St. Joseph School site through resource work;
- Providing teaching and classroom time for students from Saskatchewan Polytechnic (formerly SIAST);
- Repair and maintenance of the Poplar Bluffs canoe launch site and access trail;
- Construction of new shade structures adjacent to the Meewasin shop and greenhouse to support ongoing greenhouse operations including the removal of a number of unhealthy/hazardous trees;
- Demolition and clean up of abandoned out-buildings at Maple Grove;
- Ongoing clean-up and repair of trailhead and vandalized interpretive signage; and,
- Resource management support at the Meewasin Northeast Swale including the installation of site signage.



Top: River Landing Phase 2.

Bottom: Meewasin summer construction staff install signage at the Meewasin Northeast Swale.



*Above: Northern Leopard Frog
– Meewasin Northeast Swale –
Summer 2014.*

*Left: Jonathan Behnke,
Meewasin intern, tries out the
new adult fitness area in Victoria
Park - Summer 2014.*



Above: White-tailed deer – Beaver Creek Conservation Area.

Below: Cameco Family Day Skating Party – Cameco Meewasin Rink @PotashCorp Plaza – February 2015

Development continued

Meewasin Northeast Swale Master Plan

- Proposed improvements in the Ecological Core, buffer zones and Recreation Zones;
- Greenway and trail design including pathways, site access and connectivity to adjacent land uses, adjacent neighborhoods and crossing features;
- Amenity design for safety and comfort, including site furniture and signage; and
- Site design to support resource management, interpretation and programming.

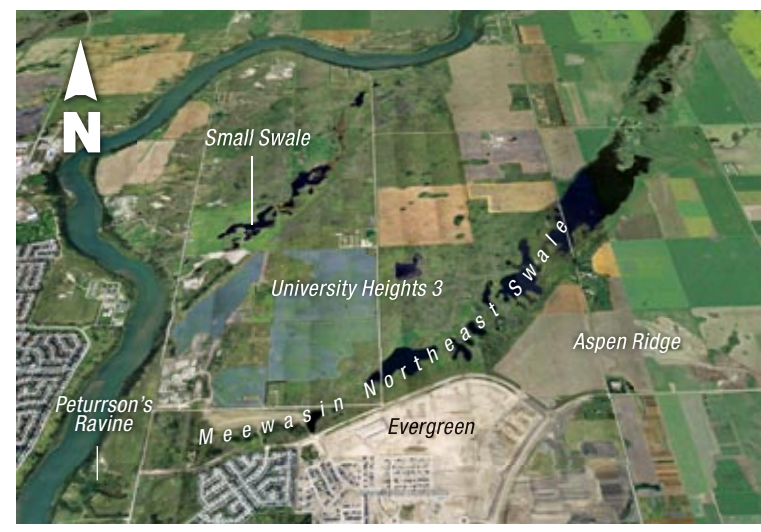
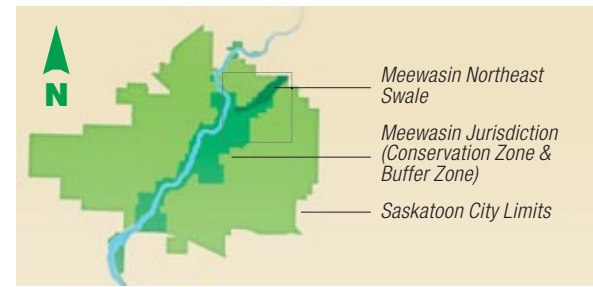
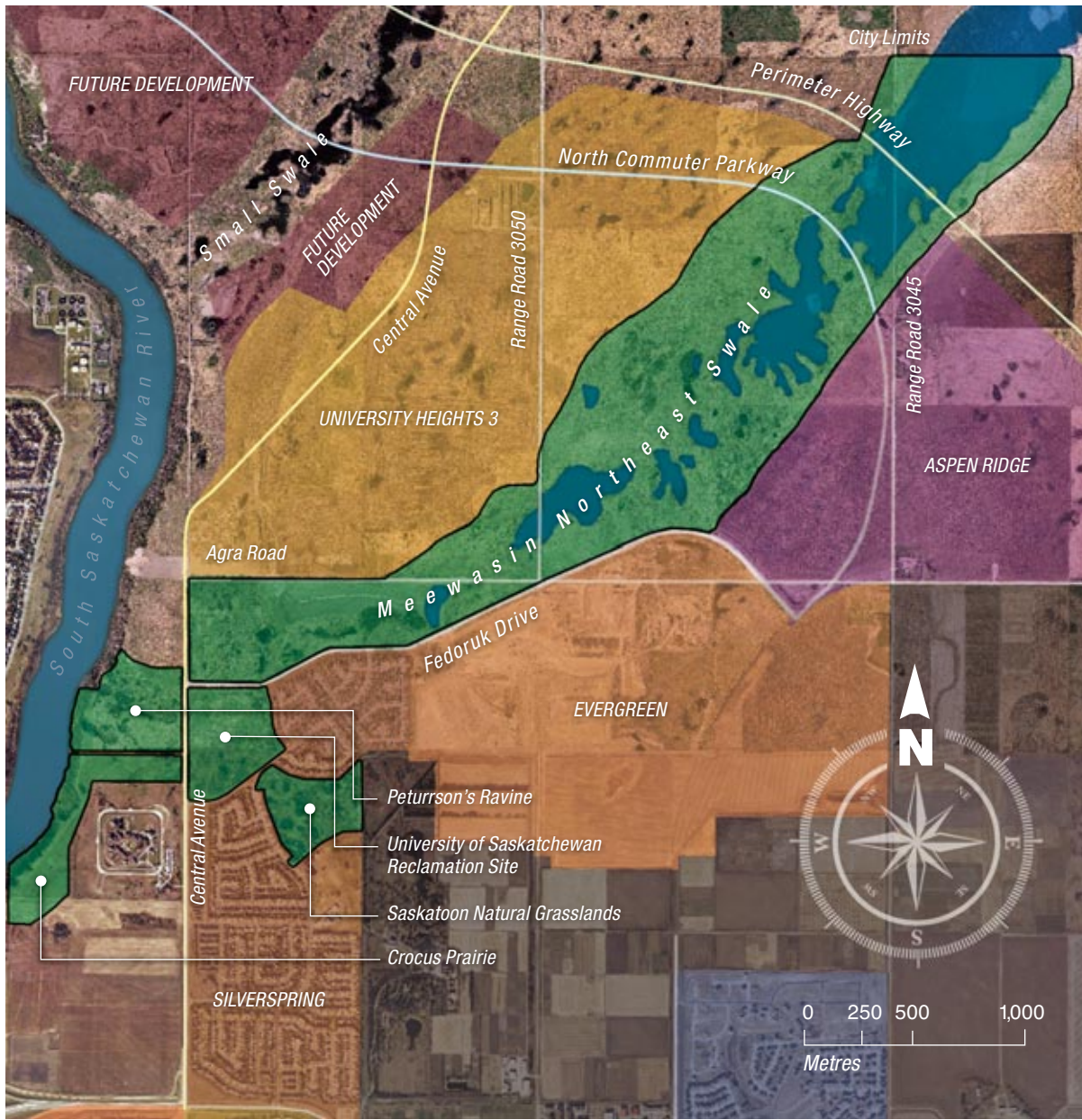
The process to complete the Meewasin Northeast Swale Master Plan included a design charrette, committee work, site data collection, stakeholder consultation, public open house and presentations. The report will be

finalized in 2015 and presented to City Council and Meewasin for board approval.

Cameco Meewasin Skating Rink @PotashCorp Plaza

The Cameco Meewasin Skating Rink @PotashCorp Plaza opened for the season on December 6, 2014 and closed March 8, 2015; a duration of 93 days. It was in operation for 84 days, closing for 7 days due to extreme cold (-31 C), and 2 days due to extreme warm weather. Users for the 84-day skating season totaled 29,410. The rink hosted four skating parties: the Tim Hortons Twinkle Lights party (600 users), the TELUS Skate (700 users), the PotashCorp Wintershines Party (1500 users) and the Cameco Family Day Skating Party (1800 users). ◆





Top right: Context map of Meewasin Northeast Swale.

Left: Location map of Meewasin Northeast Swale and adjacent area plans. Aerial imagery courtesy of the City of Saskatoon and the Saskatchewan Geospatial Imagery Collaborative

Bottom right: In this aerial photo looking north, the Meewasin Northeast Swale runs between Silverspring, Evergreen, Aspen Ridge and the future University Heights 3 neighbourhoods. In Saskatoon, it connects to the South Saskatchewan River at Peturrson's Ravine. It also connects to the river in the Rural Municipality of Corman Park and in the Rural Municipality of Aberdeen. Aerial photo data: Google Earth, Digital Globe

Meewasin Trail

Trail Use

- Enjoy the trail. Be safe.
- Be aware of your surroundings.
- After dark be smart.



It is every trail user's responsibility to ensure the safety of themselves and others.

Pedestrians

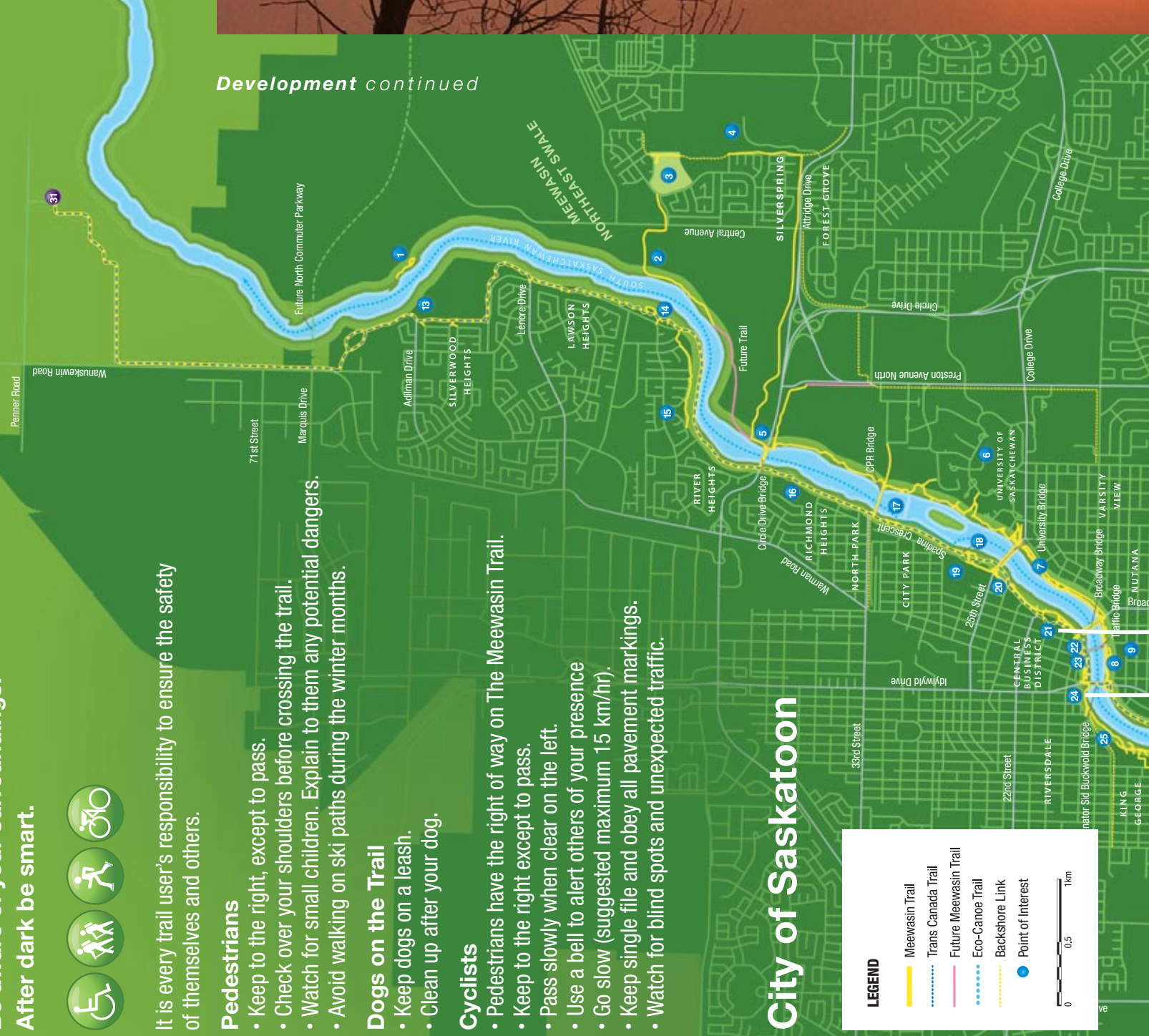
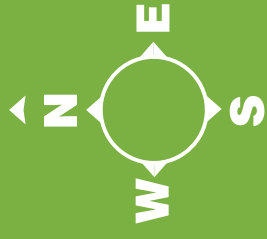
- Keep to the right, except to pass.
- Check over your shoulders before crossing the trail.
- Watch for small children. Explain to them any potential dangers.
- Avoid walking on ski paths during the winter months.

Dogs on the Trail

- Keep dogs on a leash.
- Clean up after your dog.

Cyclists

- Pedestrians have the right of way on The Meewasin Trail.
- Keep to the right except to pass.
- Pass slowly when clear on the left.
- Use a bell to alert others of your presence
- Go slow (suggested maximum 15 km/hr).
- Keep single file and obey all pavement markings.
- Watch for blind spots and unexpected traffic.



Development continued



- 1 Peggy McKercher Conservation Area
- 2 Crocus Prairie
- 3 Saskatoon Natural Grasslands (SNG)
- 4 Saskatoon Forestry Farm Park and Zoo
- 5 Sutherland Beach
- 6 University of Saskatchewan
- 7 Cosmopolitan Park and Lookout
- 8 Rotary Park and Lookout
- 9 The Marr Residence
- 10 Gabriel Dumont Park
- 11 Western Development Museum
- 12 Diefenbaker Park and the Pioneer Cemetery
- 13 Factoria
- 14 Meewasin Park
- 15 Capilano Lookout
- 16 G.D. Archibald Park
- 17 Meewasin Riverworks (Weir)
- 18 Mendel Site and Island Sanctuary
- 19 Kinsmen Park
- 20 The Ukrainian Museum of Canada
- 21 Kiwanis Memorial Park
- 22 Friendship Park
- 23 Meewasin Valley Interpretive Centre
- 24 River Landing and The Farmers' Market
- 25 Victoria Park and The Boathouse
- 26 Bowerman House
- 27 Sanatorium Site
- 28 Saskatoon Landfill
- 29 Queen Elizabeth Power Plant

Walk, Run Or Roll The Meewasin Trail

- 11.0 km Senator Sid Buckwold Bridge to Stew Uzelman Pedway • 9.0 km Broadway Bridge to Stew Uzelman Pedway
- 7.0 km Broadway Bridge to CPR Bridge • 3.0 km Wanuskewin Heritage Park to Chief Whitecap Park
- 25.0 km Wanuskewin Heritage Park to Chief Whitecap Park

Note: All distances are approximate.

Education



Top: Student volunteers participate in the Meewasin & Affinity Credit Union Clean-up Campaign.



Bottom: Meewasin Valley Interpretive Centre staff interpret the history of the river valley using green screen technology and puppetry.

Education/Interpretation

Meewasin offers a number of educational programs that focus on conservation of the heritage resources of the valley, facilitate the appropriate use and enjoyment of those resources and allow the public to experience and learn about them.

These programs include stewardship and celebration, river festivals, in-services, volunteers, interpretive canoe tours, interpretive cross-country skiing and partnering with other organizations that have similar goals. Meewasin accomplishes this through our two interpretive centres, the Meewasin Valley Interpretive Centre and Beaver Creek Conservation Area, off-site programs, publications, audio-visual resources, a website, media commercials, social media, public service announcements and speaking appearances.

The Meewasin Valley Interpretive Centre (MVC)

The Meewasin Valley Interpretive Centre focuses on the original areas of urban development in Saskatoon. It is a place to learn about Meewasin, the Meewasin Trail, Saskatoon history, the South Saskatchewan River and the future of the Meewasin Valley. In 2014-15, MVC recorded 16,500 visitors who toured the facility, sought information or participated in the interpretive programming ranging from the annual Founder's Day celebrations to three evenings of River Cinema.

The MVC was also responsible for the organization and delivery of the annual Meewasin & Affinity Credit Union Clean-up of the river valley, and for the annual Pelican Watch contest.

Meewasin staff supported other organizations and their mandates throughout the city including the Heritage

Festival of Saskatoon, the Marr Residence Management Team, the Saskatoon Heritage Society, Doors Open Saskatoon, the Saskatchewan Marathon and the Saskatoon CERT (Community, Experiences, Resources and Tours) committee.

The MVC continued to provide interpretive programming to Grade 3 students in Saskatoon. Participation totaled 2050 students from the Saskatoon Public, Catholic and regional schools. The Meewasin Art Gallery continued to host bi-monthly shows by local artists and photographers. The Meewasin Gift Shop provided unique items for those looking for something naturally and culturally special. Including visitations to the centre of 16,500, and the Meewasin & Affinity Credit Union Clean-up Campaign of 28,000, the MVC hosted more than 44,500 participants in its 2014-15 programs.

Meewasin & Affinity Credit Union Clean-up Campaign

2014 marked Meewasin's 34th annual Clean-up Campaign. The kick-off for this annual event took place Friday, May 9, 2014 at Wildwood School. It was the 14th year that Affinity Credit Union sponsored the event. The 30 minute school assembly featured greetings from Wildwood School, Affinity Credit Union, Loraas Disposal Services and Meewasin. As a commitment to conservation, participants engaged in a ceremonial signing of the official Meewasin & Affinity Credit Union Clean-up Campaign garbage bag, and then all headed outside for a clean-up of the Wildwood school grounds and neighboring park. This media event kicked off the official month long clean-up of the entire river valley, including city parks and neighbourhoods. Participants included schools, community groups, businesses, and individuals who represented more than 28,000

A Red Squirrel prepares for winter – Beaver Creek Conservation Area – Fall 2014.



volunteers throughout Saskatoon. Thank you to Affinity Credit Union for sponsoring the Clean-up Campaign, to Loraas Disposal Services for placement of garbage and recycle bins throughout the valley, 7-Eleven Stores for permission to use their dumpsters, and the City of Saskatoon who collected garbage bags piled by volunteers at designated locations to be transported to the city landfill.

Beaver Creek Conservation Area (BCCA)

Located 13 km south of Saskatoon off Highway #219, Beaver Creek Conservation Area was established in 1979; the interpretive centre opened in 1984. A microcosm of the Meewasin Valley, BCCA is located where a prairie creek meets a prairie river. It contains one of the few remaining uncultivated short grass prairie sites in Saskatchewan. The beavers that live there play an important role in keeping the creek habitat teeming with wildlife. Beavers build dams that flood waters upstream, creating beaver ponds. Many plants and animals make their homes in these sheltered ponds. The BCCA interpretive centre and staff provide opportunities to



Above: Grade 5 students on an interpretive tour of Beaver Creek Conservation Area; where a prairie creek meets a prairie river.

discover nature during all four seasons along a selection of nature trails.

BCCA continued to provide interpretive programs to Grade 5 students in 2014-15 from Saskatoon and area schools totaling 2750 students. General public visitation totaled 18,900 guests who sought information, explored the site on their own or who participated in public programming that included Canada Day Heritage Hoopla, interpretive canoe tours, come-and-go discovery stations, cross-country skiing and self-guided activities.

Pelican Watch

The first pelican to touch down between the CPR Bridge and the weir did so Sunday, April 20, 2014 at 3:15 pm, as observed by the official spotters from the Saskatoon Nature Society.

Saskatoon residents have special visitors each summer. April through October, pelicans gather by the weir to fish. These birds, once on the endangered species list, have been a beautiful sight on the South Saskatchewan River since the late 1970s. For Saskatoon residents their arrival is a harbinger of spring.

This was the 19th year of the Meewasin Pelican Watch Contest. Previous arrival times have been between April 4, 2012 and April 18, 2003. April 20, 2014 was the latest time recorded in the history of the contest.

The grand prize winner of the contest and mountain bike courtesy of Realty Executives Saskatoon was Tianna Senger of St. Augustine School, with an arrival time guess of April 20, 3:20 pm, five minutes off the official time. More than 2500 entries were received from schools and the general public. Thank you to Realty Executives, Don's Photo Shop, White Pelican Bed & Breakfast

Education continued



Black-capped Chickadee – Beaver Creek Conservation Area.

Saskatoon, Homestead Ice Cream, Wildlife Rehabilitation Society of Saskatchewan, Pelican Market and the Meewasin Gift Shop for donations of prizes.

Interpretive Cross-Country Skiing & Chip's Lodge

Since 1979, cross-country skiing has been encouraged at Beaver Creek Conservation Area, but never actually facilitated with equipment, instruction and groomed trails. In late fall 2011, the old skating rink facility was moved to BCCA for a three-year pilot to provide a warm-up shelter and additional facility space for programming.

During the winters of 2012-13 and 2013-14, a total of 13



Above: Vesper Sparrow – Beaver Creek Conservation Area

Far upper left: Meewasin Pelican Watch Awards - June 2014.

Far lower left: Brodie Zuk of Realty Executives presents a mountain bike to Tianna Senger of St. Augustine School. Tianna was the winner of Meewasin's Pelican Watch 2014.

Left: Interpretive Cross-Country Skiing at Beaver Creek Conservation Area winter 2014/15.

Education continued

cross-country ski pilots were conducted. This past winter (2014-2015) the program saw 17 groups (450 skiers) participate in the program. Another 6 groups (150 registrants) found it necessary to cancel due to six days of extreme winter weather.

Monitoring Avian Productivity and Survivorship (MAPS)

Beaver Creek Conservation Area has participated in MAPS, (Monitoring Avian Productivity and Survivorship), for seven summers. It is a bird-banding program developed by The Institute for Bird Populations in California. Data from monitoring stations including BCCA, are integrated into the North American MAPS database to better understand changes in the abundance, distribution, and ecology of bird populations. Information is collected from six banding sessions which are held annually between June 10 and August 8. To date, 37 different species of birds have been banded at Beaver Creek Conservation Area with a total of 1,013 individual birds. This past summer's sessions recaptured and released one bird originally banded in 2010, three birds banded in 2011, and three from 2012. Protecting nesting destinations and maintaining urban green spaces all help provide birds with important habitat. Volunteers are important to the success of this banding project. If you are interested in volunteering please contact Beaver Creek at 306-374-2474.



Top: MAPS Bird Banding, Beaver Creek Conservation Area - Summer 2014.

Bottom: Meewasin River Cinema, Friendship Park - August 2014.

Upper Right: Meewasin voyageur clipper canoe navigates Beaver Creek paddling to the South Saskatchewan River – Summer 2014



grass, but an ecosystem – a complex association of grasses, flowering and non-flowering plants, birds, animals and insects representing 10,000 years of natural history since the glaciers receded.

Thank you to programs provided by the University of Saskatchewan Centre for Continuing and Distance Education, the Saskatoon Nature Society, the City of Saskatoon, the Greater Saskatoon Catholic School Division, the Saskatoon Public School Division and the stewardship of the Silverspring community which assist the SNG to continue to provide habitat, aesthetic and recreational opportunities, soil protection and a gene pool for future medical and agricultural needs.



Coordinated by Melanie Elliott, the University of Saskatchewan Continuing and Distance Education program conducted Grade 2 hikes at the SNG in May and June, recording 23 public school classes, totaling 581 children and 69 adults. September and October 2014 recorded 24 public school classes, totaling 72 adults and 622 youth.

During July and August 2014, 117 youth enrolled in the U of S Ecology Camp for Kids. These participants toured the SNG, Meewasin Northeast Swale and Beaver Creek Conservation Area. With the support of Meewasin, the young stewards planted vegetation plugs and participated in seed collection.

Through these experiences, 1461 children and adults learned that the disappearance of native prairie means the disappearance of thousands of years of natural history.

River Cinema

2014 marked Meewasin's 20th River Cinema. The family outdoor entertainment took place August 1-3 in Friendship Park. Beginning at dusk, family friendly movies were shown on FreshAirCinema's large screen. Total attendance over the three evenings was more than 2000. Our 2014 River Cinema Scotiabank sponsor handed out promotional items and free popcorn to the first 300 patrons. Meewasin provided a small concession

of popcorn, pop, coffee, hot chocolate, bags of candy and free water from Culligan. Beginning twenty years ago as a small event in Friendship Park, Meewasin's River Cinema has brought many families to the river valley for free outdoor evening entertainment. River Cinema has grown in popularity to the point where it now requires a bigger venue and major sponsor.

Meewasin Interpretive Canoe Tours

Meewasin interpretive canoe tours provide an opportunity for the novice canoeist to learn about the South Saskatchewan River from the river in Meewasin's ten-passenger voyageur clipper canoes. Mid-May through August, tours depart from Beaver Creek Conservation Area paddling out onto the South Saskatchewan River for two to three hour experiences allowing the adventurers to see the river of the early voyageurs. Adult groups usually paddle upriver to the Berry Barn, while youth and family groups canoe both the creek and the river, stopping on a sandbar for interpretive games. Paddles, lifejackets, canoes, and safety training are provided by certified Meewasin interpreter canoe guides. Adult charters cost \$200 per canoe. Non-profit groups may access the program free of charge using sponsorship money from the Association of Urban Parks & Conservation Agencies (ASUPCA), the Saskatoon Community Foundation and Meewasin.

During the summer of 2014, canoe access to the South Saskatchewan River was delayed due to increased river flow from the release of the Gardiner Dam as well as unpleasant weather. However, the heightened water level in the creek allowed for an alternative program giving participants a unique canoe view of the creek ecosystem. 500 novice voyageurs participated in the program for a total of 62 tours.



Top: Montreal based Ocean Television films the predator-prey relationship and the importance of Meewasin sheep grazing to promoting biodiversity.

Bottom: Paul Hanley, Meewasin Conservation Award Recipient 2014, speaks at the St. Barbe Baker signage dedication - Summer 2014.

Education continued

Non profit organizations that received tours at no cost include: school groups, the Ecology Camp for Kids, Radius, Big Sisters, Big Brothers, Youth Resource Centre, Zoo Camp, Learning Disabilities Camp, Open Doors Society, Egadz, and Saskatoon Craft Council.

Conservation Award 2014

Paul Hanley was the recipient of the 2014 Meewasin Conservation Award presented annually to an individual who has made an outstanding contribution to the natural heritage resources of the Meewasin Valley.

Paul has been an advocate for conservation of the natural world since his teens. A longtime advocate for ecological agriculture, he was a founding member of Earthcare, and the editor and co-author of the book Earthcare, Ecological Agriculture in Saskatchewan. This regional bestseller was an important tool for the emerging organic farming movement in the 1980s. His work in this area was acknowledged with the receipt of the Organic Connections' Pioneer Organic Communicators Award in 2006.

Paul has published four books and 1500 articles on the environment and related topics. He has consistently raised awareness of conservation through his newspaper column in The StarPhoenix, published weekly since 1989. Numerous columns supported the work of the Meewasin Valley Authority, Partners FOR the Saskatchewan River Basin and other local, national and provincial conservation efforts.

Paul also wrote Meewasin's story, *25 Years in the Life of a River Valley*, used extensively by Meewasin to share its story with the world.

Hanley's most recent book, ELEVEN, published in the fall of 2014, deals with the social-ecological impacts of peak population and cultural transformation. It has received critical acclaim by leading writers and environmental scientists.

Paul's advocacy for environmental protection was previously recognized by the Royal Canadian Geographical Society, from which he received a Canadian Environment Award in 2006.

To recognize his achievement Paul received a tree planted in the valley through the Meewasin Plant-A-Tree program.

St. Barbe Baker

In 2013, the Baha'i Community of Saskatoon partnered with Meewasin to install signage at Saskatoon's Richard St. Barbe Baker Afforestation Area and on the U of S campus at the site of St. Barbe Baker's last tree planting.

Richard St. Barbe Baker, known as the "Man of the Trees", was a visionary forester devoted to conservation and the environmental health of the earth. Born in Hampshire, England in 1889, he campaigned tirelessly to promote tree planting and desert reclamation in more than 100 countries. St. Barbe Baker launched the Man of the Trees, one of the first environmental organizations, in 1922. Inspired by the Baha'i Faith, of which he was an early adherent, St. Barbe Baker's life exemplified ideals of a world embracing vision and selfless service to humanity and the Earth. In 1978, he was awarded the Order of the British Empire from Queen Elizabeth II.

St. Barbe Baker travelled to Saskatchewan in 1909 to study at Emmanuel College and became a member of

the university class of 1910, the second class in the history of the University of Saskatchewan. In 1912, as a student, he applied for a homestead south of Saskatoon. He abandoned his claim in 1913 to pursue his studies.

St. Barbe Baker returned to the University of Saskatchewan on June 5, 1982 on World Environment Day when he planted his last tree near the Diefenbaker Centre. It was the last of millions he was responsible for planting. He died four days later and is buried in Woodlawn Cemetery. His archives are housed in the University Library.

Yellow Fish Road

Since 1999, thousands of Canadian youth have participated in the Yellow Fish Road program, learning about their water supply. Painting the storm sewers with yellow fish and distributing the fish-shaped yellow brochures is a reminder of the importance of clean water and the proper disposal of hazardous waste. The program reinforces the concept that whatever goes into the storm sewer flows directly into the river.

Meewasin, the Girl Guides of Canada (Saskatoon), Brightwater and Trout Unlimited Canada with the support of the City of Saskatoon have partnered to promote the program in Saskatoon and area since 1994.

The Girl Guides held their annual Yellow Fish Road event in Saskatoon on May 3, 2014. The number of youth who participated totaled 40. There were 50 adults including 12 students from the U of S. 83 storm drains were painted and approximately 300 door hangers distributed. Thank you, Girl Guides of Canada (Saskatoon). ◆



Above: Robert White and Paul Hanley unveil the St. Barbe Baker sign located on the Meewasin Trail close to the Diefenbaker Canada Centre near the last tree (1982) that St. Barbe Baker planted - Summer 2014.

Fund Development



Top: Plant-A-Tree Dedication: L To R: Doug Porteous, Darlene Bessey, Zoe Pontikes, Ken Pontikes, and Jack Vicq (Meewasin Chair) - June 2014.

Above: Craig Campbell of CHOO-IT presents a cheque to Cran and Meewasin's Doug Porteous in support of the Meewasin Matters Trail Campaign - Spring 2015.

Meewasin is a registered charity. Approximately 35% of its revenue for 2014-15 came from non-statutory sources to support conservation, development and education initiatives. Meewasin Matters because:

- If you wanted a pill to cure 70% of ills in today's society, it would be to exercise in a clean, nurturing environment;
- More than 90% of the general public in Saskatoon and area support the work of Meewasin and want it to continue;
- Of the more than \$100 million that Meewasin has spent in conservation, development and education for the past 35 years, only 18% is represented by City of Saskatoon statutory/supplemental funding. The leveraging effect for the Saskatoon tax payer is 82%;
- The Meewasin Valley concept is known and studied around the world as to what a community can do to conserve a river valley for the purposes of health and enjoyment; and
- Meewasin has been recognized locally, regionally and internationally on numerous occasions, three times a finalist for the prestigious Thies Riverprize awarded annually in Brisbane, Australia.

Meewasin Matters Trail Campaign

In October 2013, Meewasin launched an \$8 million capital campaign for the purpose of expanding the Meewasin Trail in the northwest to Wanuskewin Heritage Park, and in the southeast to Chief Whitecap Park. This will add approximately 15 km to the Meewasin Trail system as well as the Trans Canada Trail which runs along the Meewasin Trail through Saskatoon. As of March 31, 2015, \$7,670,690 of the \$8 million or 96% of

the amount needed to complete the project had been committed. Thank you to Darlene Bessey and Ken Pontikes, Co-Chairs of the Meewasin Matters Trail Campaign, and the many donors and sponsors who continue to keep the Meewasin dream alive.

Plant-A-Tree Dedication

The 28th annual Meewasin Plant-A-Tree Dedication was held Saturday, June 21, 2014 in Boomtown at the Saskatoon Western Development Museum.

Meewasin's Plant-A-Tree, Memorial Forest, and bench sponsorship programs are successful fund-raising activities for the purpose of greening the river valley for free public use. Donations are made for weddings, graduations, births, anniversaries and in memory of those who have touched our lives.

The 2014 Plant-A-Tree event recognized that since 1988, Meewasin has planted 3760 trees and shrubs in the valley sponsored by individual donors and groups. Since 2000, there have been 145 donations to the Memorial Forest in Gabriel Dumont Park. The 2014 program included the sponsorship recognition of two "grass roots" donations, nine donations to the Memorial Forest in Gabriel Dumont Park, the sponsorship of 52 trees, 39 shrubs, 19 benches and seating blocks, 11 bricks at the Rotary International Peace Plaza, 7 bricks at River Landing, 78 bricks at the Saskatchewan Road Runners Seating Node (including 70 in recognition of past Saskatchewan Marathon champions) and a bequest of \$10,000 from the estate of the late Carmelle Toner to Meewasin's Beaver Creek Conservation Area.

Bringing greetings from the Meewasin Board was Chair Jack Vicq; guest speakers were Darlene Bessey and Ken Pontikes. The Orpheus 60 Choir performed.



Above: The Saskatoon Road Runners Association at the Saskatoon Road Runners Seating Node are photographed with the \$100,000 cheque they presented to the Meewasin Matters Trail Campaign – May 2014.



CHOO-IT

In support of the Meewasin Matters Trail Campaign, Craig Campbell of CHOO- IT donated \$.25 from all 125 gram bags and \$.50 from all 225 gram bags of CHOO-IT Bites (Meewasin Edition) sold from retail outlets within Saskatoon and area. Funds received by Meewasin totaled \$1310.



Far Left: Lloyd Isaak (Meewasin CEO) presents Lorrie Dobni (President) and Tom Stack (Treasurer) of the Saskatoon Road Runners Association with an artist's rendition of the river valley fabricated with steel from the decommissioned Traffic Bridge.

Left: The Viceroy Butterfly looks very much like the Monarch Butterfly.



Above: Meewasin 80 Ale produced by Prairie Sun Pub & Brewery.



Above: Doug & Anne Porteous sponsor a brick in honour of Nelson Mandela and F.W. de Klerk, Nobel Peace laureates 1993, at the Rotary International Peace Plaza – September 2014.

Photo courtesy Montreal Gazette.

Fund Development continued

Prairie Sun Pub & Brewery Launched 2nd Batch of Meewasin 80 Ale

In 2014, the Young Entrepreneurs, a campaign committee chaired by Clay Sparks, hosted a fundraising event and launched Meewasin 80 Ale with Prairie Sun Pub & Brewery. As a result of sales and a promotional event, Prairie Sun Pub & Brewery raised \$5100 for the Meewasin Matters Trail Campaign. On Friday, April 10, 2015 Prairie Sun Brewery launched a 2nd batch of Meewasin 80 Ale using plant ingredients found along the Meewasin Trail. Proceeds will go to the Meewasin Matters Trail Campaign. Thank you to Heather Williams at Prairie Sun Pub & Brewery and all of her staff for their support of Meewasin.

Rotary International Peace Plaza

The Rotary Club of Saskatoon Nutana, in partnership with Meewasin, offers the opportunity to sponsor a brick in honour of past recipients of the Nobel Peace Prize. Bricks are dedicated annually on or near September 21, at a ceremony in Saskatoon's Rotary Park to mark the International Day of Peace.

The red granite bricks recognize the contribution of the peace laureates and promote the Rotary International Peace Plaza as a Saskatoon destination for citizens and tourists. To date, the Peace Plaza recognizes Mother Teresa, Lester B. Pearson, Desmond Tutu, the Red Cross of 1917, the UN Commission for Refugees and in 2014 a brick sponsored by Anne and Doug Porteous in honour of Nelson Mandela and F.W. de Klerk who were awarded the Nobel Peace Prize in 1993 "for their work for the peaceful termination of the apartheid regime, and for laying the foundations for a new democratic South Africa."

Association of Saskatchewan Urban Parks & Conservation Agencies (ASUPCA)

Meewasin is a member of ASUPCA, a non-profit organization dedicated to sharing expertise and pride in conservation, development and education for the purpose of supporting the work of each member organization. Included are: Battlefords River Valley, Battlefords; Chinook Parkway, Swift Current; Pehonan Parkway, Prince Albert; Tatagwa Parkway, Weyburn; Wakamow Valley, Moose Jaw; Wascana Centre, Regina; and the Meewasin Valley Authority, Saskatoon.

Together, ASUPCA member agencies represent 60% of the population of the province. They have chosen to conserve their parks and conservation zones, educating the public about them and developing them for free public access. They have three things in common: an urban water body, an independent board, and a master plan.

The only voluntary carbon offset program in the province, was created by ASUPCA. Through ASUPCA, an individual or an organization can mitigate their own greenhouse gas emissions by voluntarily purchasing tax-deductible carbon offsets. Visit carboncreditcanada.ca for more information.

Partners FOR the Saskatchewan River Basin (PFSRB)

Founded in 1993 by Meewasin CEO Fred Heal, the national award winning PFSRB is a non-profit organization with a mandate to increase understanding, awareness and stewardship of the Saskatchewan River Basin. Its mission is to promote watershed sustainability through awareness, linkages and stewardship. It is governed by a board of directors with members from the three prairie provinces. For more information on its activities visit: www.saskriverbasin.ca ◆

A special thank you to our many sponsors, donors and supporters

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Saskatoon Tribal Council
Service Canada
Trans Canada Trail
University of Saskatchewan
Young Canada Works in Heritage Institutions

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Kiwanis Club of Saskatoon
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Saskatoon Lions Club

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Compiled & Written by Doug Porteous.

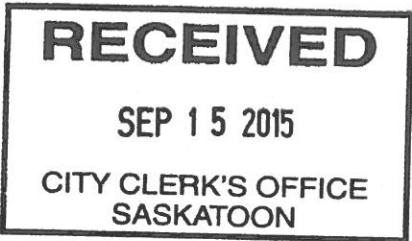
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Draft presentation to council

Presentation to Saskatoon Municipal Council
Re: Resolution Regarding Call for National Pharmacare Strategy

Introduction:

Universal health coverage is first and foremost about providing appropriate care to patients on the basis of need, not ability to pay. Currently, Canada’s system assures medical and hospital care but not medication coverage. Every other developed country with a universal health care system also has universal coverage of prescription drugs. Those countries include the United Kingdom, France, Germany, Australia, New Zealand, Norway and Sweden. It does NOT include Canada. The push for a national pharmacare program dates back to 1964, when it was recommended by the Royal Commission on Health Services. It has been recommended by almost every national study and Royal commission since then including the more recent Romanow commission.

The argument against a National Pharmacare plan has always been the cost. This past year, in an article in the CMAJ (Canadian Medical Association Journal) a well researched economic model was published (see copy attached) which looked at best case, worst case and “most likely” case scenarios for the cost of a National Pharmacare plan. Of note, the estimates in this paper likely underestimate the cost savings as they do not take into account the decrease in other health care service utilization that would result if people are better able to care for their illnesses.

What are the numbers:

Patients who cannot afford their medications: 1 in 10 (or 3 million Canadians)
Costs of medication would be estimated to decrease by 30% overall because of the impact of greater purchasing power.
A National Pharmacare plan could reduce total spending on prescription drugs by Canadians of 7.3 billion dollars.

What would a National Pharmacare plan cost?

The Canadian Medical Association Journal (CMAJ) study attached shows that, in a best-case scenario, universal public drug coverage would actually save money for Canadians. The most realistic outcome — the base-case scenario — would see an annual cost to taxpayers of \$1 billion, before your count in the over \$1 billion in tax subsidies to private plans that would become unnecessary.

The study also shows an \$8 billion saving for businesses, which would no longer need to purchase expensive private drug plans. The study did not take into account additional savings to the health system that would be achieved when those who cannot afford to fill prescriptions start taking medications. Nor did it take into account savings that would be derived through the more appropriate prescribing that a national system would be

expected to promote. So the savings to government would be even higher. A pharmacare program would also support private-sector business, according to the study. In a most likely scenario, the private sector would see annual savings of \$8.2 billion. This savings can make small business, and large ones, like mining and forestry more competitive on an international scale and may support provincial and local economic development.

Summary:

The moral imperative for a National Pharmacare plan has always been clear. The most recent study in the CMAJ helps to address what has been seen as the most significant barrier to a National Pharmacare plan – the cost.

We are calling on the **City of Saskatoon** to add its voice to the call for a National Pharmacare plan that would serve the community by supporting local citizens to optimize their health.

Resolution attached.

Draft resolution

Resolution Regarding National Pharmacare Strategy

Presented to the Saskatoon Municipal Council

September 14, 2015

Whereas Saskatoon has recognized and has demonstrated over the past years, its commitment to the importance of healthy citizens as the foundation of a healthy, engaged and economically vibrant community; and

Whereas over 3 million Canadians, including many in our local communities, don't take medicines prescribed by their doctors because they can't afford them; and,

Whereas Canada is currently the ONLY country with a universal public healthcare program that does not have a national pharmacare program; and,

Whereas the risk of having no insurance for medicines is high among lower income Canadians which includes the service industry, precarious working and seasonal workers, like many in Saskatoon; and,

Whereas studies show that adding a national pharmacare program to our national health care system would lower costs to businesses by over \$8 billion per years, providing Canadian companies competitive advantages in international trade; and

Whereas recent research confirms that these gains can be achieved with little or no increase in public investment;

Whereas municipal government expenses for employee benefits would be significantly reduced by a national pharmacare program; and,

Whereas a national prescription drug formulary would support better quality prescribing, including reducing dangerous and inappropriate prescribing to Canadian seniors;

Whereas a National Pharmacare plan is sound policy, both economically and socially."

Therefore be it resolved that Saskatoon express its support for the creation of a National Pharmacare program as an extension of Canadian Medicare, whereas health and economic studies now show that such as policy would improve health in municipalities, give local businesses a competitive advantage in the global marketplace and lower costs for municipal government on taxpayers;

Be it further resolved that Saskatoon calls on the Province of Ontario to work with other

Provinces and the Federal Government to develop and implement a National Pharmacare program;

Be it resolved that Saskatoon urge the Federation of Canadian Municipalities to adopt a similar resolution respecting the Federal government;

Be it further that Saskatoon convey the decision of Council on this resolution to the local MPP, The Ontario Minister of Health, the Premier of Ontario, the Federal Minister of Health and the Prime Minister.

For further information or support contact:

Kevin Beaulieu, Project Manager

Canadian Doctors for Medicare

Tel: 416-351-3300

Email: kevin@canadiandoctorsformedicare.ca

Further Readings on National Pharmacare

Estimated cost of universal public coverage of prescription drugs in Canada (CMAJ Article)
<http://www.cmaj.ca/content/early/2015/03/16/cmaj.141564>

Canadians Should Not Shoulder Prescription Drug Costs (Municipal cost savings from pharmacare)
http://www.huffingtonpost.ca/steve-morgan/drug-plan-canada_b_7393642.html

Pharmacare is good for business
<http://www.troymedia.com/2015/04/17/pharmacare-is-good-for-business/>

Campaign for National Drug Coverage
<http://www.campaign4nationaldrugcoverage.ca>

Backgrounder for Pharmacare (from CDM)
[http://www.canadiandoctorsformedicare.ca/images/Affordable Medicines CoF Paper.pdf](http://www.canadiandoctorsformedicare.ca/images/Affordable_Medicines_CoF_Paper.pdf)

Opinion: Edmonton should push for pharmacare
<http://www.edmontonjournal.com/Opinion+Edmonton+should+push+pharmacare/11265579/story.html>

The 2016 Business Plan and Budget Process – Fall Public Engagement

Recommendations

That the information be received.

Topic and Purpose

The purpose of this report is to outline the fall public engagement plan for the 2016 Preliminary Business Plan and Budget.

The goal is to create a more integrated, transparent, and accountable process that will help City Council and the Administration make more informed decisions on how best to allocate resources to the proposed projects, programs, and services in the 2016 Business Plan and Budget.

Report Highlights

1. The fall public engagement activities will be an opportunity to pilot a new online citizen budget tool.
2. In 2015, the online citizen budget will be used to educate residents on the 2016 Preliminary Budget, and to reconfirm what we heard from the public through earlier engagement activities.
3. A variety of techniques will be used to increase participation including making the online citizen budget available at the Saskatoon Fall Home Show (October 23 – 25, 2015) and online at saskatoon.ca (October 19 – November 13, 2015).
4. Various community groups and stakeholders will be encouraged to take the online citizen budget on the road to their members.

Strategic Goal

The information contained in this report aligns with all of the City's Strategic Goals because the Business Plan and Budget process impacts all seven goals.

Background

At its April 20, 2015, meeting, Executive Committee considered a report from the City Manager outlining a five-phased approach to the 2016 Business Plan and Budget. A series of subsequent reports addressing public engagement were presented to Executive Committee from May to August, 2015. Refer to Attachment #1 for a copy of The 2016 Business Plan and Budget Process and the five-phased approach.

- At its May 19, 2015, meeting, Executive Committee approved a special Town Hall, public engagement meeting on June 15, 2015.
- At its July 22, 2015, meeting Executive Committee received a report that provides the results of the 2015 Civic Services Survey which is conducted annually.

- At its August 19, 2015, meeting Executive Committee received a report that outlined the results of the June Public Engagement activities and provided comparisons with the 2015 Annual Civic Services Survey.

The results from all public engagement activities are used as feedback into the annual business plan and budget process, and to provide high quality services to meet the dynamic needs and high expectations of our citizens.

Report

Fall Public Engagement:

City Council and the Administration consider several factors when building the City's annual budget including our growing population, inflation, capital investments, Council priorities, performance measures, and public input. The public input received during the earlier engagement phases were used by the Administration as input into developing the 2016 Preliminary Budget.

This is the final phase of the 2016 Business Plan and Budget process as outlined in Attachment #1. As a result, the Administration is finalizing a fall engagement plan as a final step to inform and engage the public before City Council debates and approves the 2016 budget. The primary goals are to:

- invite the public to learn more about how the Administration prepared its 2016 Preliminary Budget; and
- introduce the Administration's proposed budget while still providing an opportunity for the public to provide feedback for City Council to consider during their final budget deliberations in November/December 2015.

To accomplish these goals in the fall, the Administration will use a 3rd party online citizen budget tool (also known as an interactive budget simulator).

Shaping our Financial Future: Online Citizen Budget

Many municipalities are using an interactive budget simulator as a method for educating the public and conducting online consultations. In 2015, the Administration will use the Online Citizen Budget to educate residents on the budget process, inform residents of costs and trade-offs, and demonstrates our ongoing commitment to community engagement.

The Online Citizen Budget will:

- offer an opportunity to reconfirm earlier public input on where the City should spend more, less or about the same on a variety of civic services.
- allow participants to view the proposed expenditure assigned to various Business Lines/Services and indicate if they would increase, decrease, or maintain the proposed amounts as shown in the 2016 Preliminary Budget.

Participants use a sliding scale to increase, decrease or keep expenditures the same. Once users have assigned their values, the simulator will inform them of the budget impacts resulting from their selections. Residents can input their current property

assessment, creating a personalized estimate of the direct impacts to them - based on the scenarios they select. All participants will be encouraged to submit their responses so we can capture community feedback.

The input will be used to assess if the 2016 Preliminary Budget is generally addressing citizen needs and expectations for various programs and services. In addition, City Council can use feedback to assist in identifying any potential gaps to be considered during the final budget deliberations in November/December 2015.

Shaping Our Financial Future – Bolstering Participation

Participation is key to any successful engagement activity and critical to improving the quality of decisions made. As a result, a variety of techniques would be used to increase participation in the Online Citizen Budget.

a) Leveraging off of an Anchor Event

Rather than organizing our own public event which has not achieved our desired participation rates, the City is reimagining what an engaged community can look like in the future. As a pilot program, the City is leveraging off of an anchor event in the community that already attracts a large number of participants.

The City will have booth space at the Fall Home Show offering us an opportunity to reach a large number of Saskatoon residents who may not otherwise participate in a City organized engagement event. The Show attracts 4,000 – 5,000 attendees over three days (Friday, October 23 to Sunday, October 25, 2015). The event showcases products and services to potential and existing homeowners. Visitors to the show are likely a receptive audience for the 2016 Budget by virtue of being a current or potential taxpayer. The educational materials and video series already developed will be made available along with the Online Citizen Budget.

b) Keeping it Digital

We recognize that not all Saskatoon residents may be willing or able to pay the admission fee to attend the Saskatoon Fall Home Show. So, it is important the City offers an alternative for residents to participate and provide feedback on the 2016 Preliminary Budget. The Online Citizen Budget will be made available on saskatoon.ca and on the Shaping Saskatoon webpages from approximately October 19 to November 13, 2015.

c) Taking it on the Road

Our approach to taking it on the road would be to empower various community partners and stakeholders to take the 2016 Preliminary Budget on the road. These groups would be given access to the Online Citizen Budget and various promotional materials to encourage their members and participate.

Public and/or Stakeholder Involvement

The 2016 Business Plan and Budget includes a variety of public and stakeholder engagement opportunities in five major project phases. The results of all our engagement activities are provided on our website at www.saskatoon.ca/financialfuture.

The topic of this report is to outline additional engagement opportunities to take place during the fall leading up to the final budget deliberations in November/December 2015.

Communication Plan

The Shaping our Financial Future Online Citizen Budget and various engagement opportunities would be promoted through news media, website advertising on saskatoon.ca and Shaping Saskatoon, social media posting on Twitter and Facebook, City Page advertisement, ads to various organizations and community groups (Community Associations, business leaders, etc.), posters at the leisure facilities and libraries, etc. Electronic artwork and social media messages would be provided to the Mayor and City Councillors to share with their constituents.

Financial Implications

The estimated cost for the proposed engagement strategy is approximately \$15,000. The project will be funded through existing operating budgets.

Other Considerations/Implications

There are no policy, environmental, Privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

Weekly results of the fall public engagement activities for the Online Citizen Budget will be compiled and shared with members of City Council and publically on our website at www.saskatoon.ca/financialfuture starting on the week of Monday, October 26 and ending the week of Monday, November 16, 2015. This will be followed by a tabulated report during the week of November 23, 2015.

Public Notice

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

Attachment

1. The Business Plan and Budget Process (May 19, 2015)

Report Approval

Written by: Carla M. Blumers, Director of Communications
Reviewed by: Mike Jordan, Director of Government Relations
Catherine Gryba, General Manager, Corporate Performance Department
Approved by: Murray Totland, City Manager

The 2016 Business Plan and Budget Process

1. Introduction

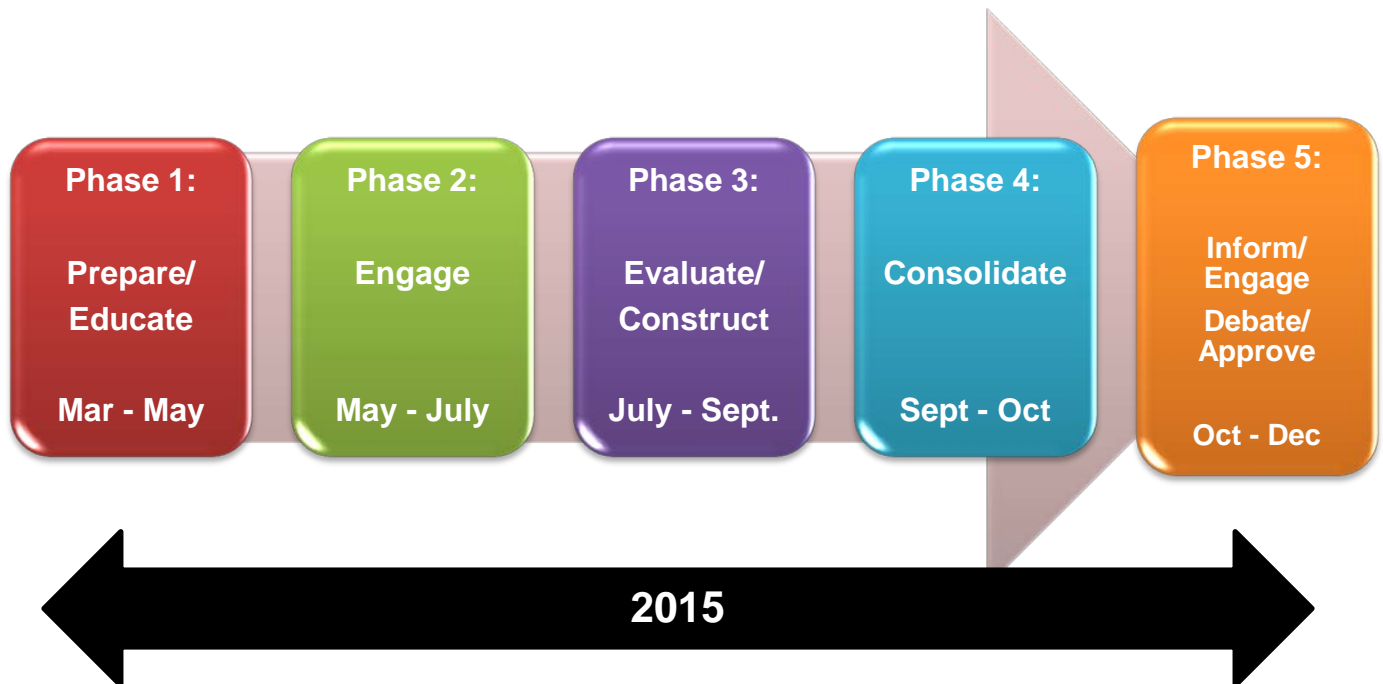
In February 2015, the City of Saskatoon created an administrative committee to manage the 2016 Business Plan and Budget process, called the Business Plan and Budget Coordination Committee. The primary objective of the internal committee is to lead and coordinate the entire process. The committee reports directly to the City’s Leadership Team, and through the City Manager to Executive Committee. The process includes various phases that will focus on different elements of the business planning and budgeting process.

2. Components/ Phases

Figure 1 illustrates the five phases or components of the 2016 Business Plan and Budget process. Although the phases are distinct and each one will have a primary focus during different months of the year, there will be some overlap. For example, engagement will be included during each phase, but it will receive greater emphasis in Phases 2 and 5. Education will also figure prominently in all phases but will receive special emphasis in Phase 1.

FIGURE 1:

Phases of the Business Plan and Budget Process



Phase 1: Prepare/Educate

- This phase is currently underway and includes the preparation of background information, research of fiscal issues and service changes, and the development of public education and engagement tools.
- This phase also includes an economic outlook to get a sense of the economic climate facing Saskatoon in 2015 and 2016.
- This phase also includes the launch of the new budget process.

Phase 2: Engage

- This phase is where the engagement process begins. It will include the use of broad engagement tools (e.g., Civic Services Survey, and a digital survey) to get the community's input on general issues related to the 2016 Business Plan and Budget.
- This phase would also include the opportunity for Council to have direct input from citizens.

Phase 3: Evaluate & Construct

- During this phase, the Administration would evaluate and utilize public feedback to help construct the 2016 Business Plan and Budget.

Phase 4: Consolidate

- During this phase, the Administration will work to consolidate all budget inputs and finalize the 2016 Business Plan and Budget.
- This phase will also include the development of interactive public engagement tools.

Phase 5: Inform/Engage, Debate/Approve

- During this phase, the public will have the opportunity to provide input on the proposed 2016 Business Plan and Budget. An online citizen's budget tool will be available so the public can play a more active role in the budgeting process and see how their own decisions would impact the City budget. Administration will table the proposed Business Plan and Budget at the October 19, 2015, Executive Committee meeting, which will be six weeks prior to Council deliberations.
- This phase also includes Council's deliberations on the 2016 Business Plan and Budget and will include any adjustments that Council makes to the Business Plan and Budget.

3. Deliverables

The Business Plan and Budget Coordination Committee will work with internal departments and external stakeholders to deliver the following information:

- Coordination of Council Priorities
- Performance Measures and Targets
- Economic Outlook
- Budget Supporting Documents (fiscal trends, input factors, etc.)
- Public Engagement Products and Tools
- General Business Plan and Budget Presentation

- Complete Budget Documents

4. Timeline of Key Events for the 2016 Business Plan and Budget

The immediate next steps for the 2016 Business Plan and Budget are as follows:

- April 20, 2015: Process Launch with Executive Committee.
- April 27, 2015: Council considers Priorities, Performance Measures and Budget Process.
- May 11, 2015: Civic Services Survey and launch of additional engagement tools.
- May 23, 2015: Proposed Performance Measures News Conference and unveiling of an interactive site.
- June 17, 2015: Interim Fiscal Update on the 2016 Business Plan and Budget.
- June 17, 2015: Proposed Public Engagement with Members of Council on 2016 Business Plan and Budget.
- July 22, 2015: Executive Committee considers issues and options to address Budget fiscal issues.
- August 19, 2015: Summary of Public Engagement results.
- October 19, 2015: Administration Tables Preliminary 2016 Business Plan and Budget.
- November 30, 2015: Start of Council Budget Deliberations.

Additional milestones and decision points will be communicated to Executive Committee and the public once the information and timelines are confirmed.

Civic Operations Centre - Capital Project #1584 - Construction Update

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide the Executive Committee with an update on the Civic Operations Centre Project.

Report Highlights

1. The construction is well underway.
2. Monthly Progress Reports indicate that all activities are on track.

Strategic Goal

The Civic Operations Centre Project (COC) supports many of the goals from the City's Strategic Plan including:

Quality of Life: Relocating Saskatoon Transit from the Caswell Hill neighbourhood supports the four-year priority of directing expenditures towards amenities in neighbourhoods to enhance and protect property values and encouraging private investment.

Environmental Leadership: The new Saskatoon Transit Facility will be LEED Certified and the Snow Management Facility will meet Environment Canada's "Code of Practice for the Environmental Management of Road Salts".

Asset and Financial Sustainability: This project supports the four-year priority of developing funding strategies for capital expenditures and the 10-year strategy of reducing the gap in the funding required to rehabilitate and maintain City infrastructure. Saskatoon Transit today does not represent what Saskatoon Transit will look like in the coming years. Today, Saskatoon Transit operates from an out-dated and undersized maintenance facility. Saskatoon Transit in the future will be run out of a world-class facility at the COC.

Background

At its meeting held October 27, 2014, City Council approved the award of the Request for Proposal for the COC, Phase One, to Integrated Team Solutions (ITS). This Team will design, build, finance and maintain the new Saskatoon Transit Facility, and design, build, finance, maintain and operate the permanent Snow Management Facility.

Report

ITS mobilized the site in January 2015, and continues to make progress on the Snow Management Facility, Saskatoon Transit Facility and utility work. Administration receives monthly Progress Reports which indicate that all activities on the critical path and the look ahead schedule are on track. It is important to note that under this type of procurement (Public Private Partnership) the construction schedule, as well as risks associated with schedule slippage, are owned by Project Co, which is ITS. Payment occurs only after the Independent Certifier issues a Certificate of Substantial Completion. Substantial Completion is scheduled for December 30, 2016.

This project, as well as the Project Agreement, are very complex and are being managed by the Project Director and the Technical Consultant, Reebanks Pepper Littlewood through Morrison Hershfield.

The relocation of Saskatoon Transit will occur in early 2017. A Transition Committee will be formed in late 2015 to ensure that a well thought-out executable plan is developed.

The operation of the Snow Management Facility will commence in January 2017. A Committee will be formed in late 2015 to formalize the roles of Public Works, who are responsible for the day-to-day operations, and ITS whom are responsible for the long-term operations.

Public and/or Stakeholder Involvement

There is no public and/or stakeholder involvement required at this time.

Communication Plan

As per the Project Agreement, ITS is responsible for communications to the public. ITS and City Administration have developed a Communication Plan that includes:

- a) Proactive strategies to regularly communicate with residents regarding upcoming construction activities and/or impacts; and
- b) During the construction period:
 - a. flyer notification;
 - b. public open houses; and
 - c. a toll-free phone line for residents to provide feedback or to hear project updates.

To date, three construction flyers have been delivered to residents in the Montgomery neighbourhood, and ITS has hosted one open house. Information about the COC and the project's development is also publicly available at Saskatoon.ca.

Other Considerations/Implications

There are no options, policy, financial, environmental, privacy, or CPTED implications or considerations, and there are no options to the recommendation.

Due Date for Follow-up and/or Project Completion

The next project update will be brought to the Executive Committee in spring 2016.

Public Notice

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

Report Approval

Written by: Linda Andal, Director, Civic Operations Centre Project
Reviewed by: Mike Gutek, Director, Major Projects
Approved by: Pat Hyde, Acting General Manager, Transportation & Utilities
Department
Approved by: Murray Totland, City Manager

Exec LA – COC – Cap Proj1584 - ConstructionUpdate.docx

Aboriginal Engagement and Inclusion

Recommendation

That the information be received.

Topic and Purpose

This report summarizes strides made by the City of Saskatoon (City) and its community partners towards recommendations from the 2014 *Kitaskinaw Project (Kitaskinaw)* and the *Urban Aboriginal Community Gathering (Gathering)*.

Report Highlights

1. The Kitaskinaw and Gathering reports include recommendations based on extensive input from Aboriginal citizens to increase inclusion and well-being.
2. The City has made progress towards addressing these recommendations.
3. The City and other organizations will continue to utilize the reports to enhance future policies, programs and services for Aboriginal people.

Strategic Goal

The report supports “Quality of Life” by identifying actions for enhancing Aboriginal well-being and participation in our community. The 10-Year strategy to strengthen relations with local Aboriginal organizations and the 4-Year priority to develop partnerships and programs with Aboriginal organizations also are supported.

Background

This report fulfills the December 9, 2014 commitment from the Administration to City Council to provide an update in late 2015 on the programs and services that were enhanced and/or developed as a result of Kitaskinaw and the Gathering.

Report

Kitaskinaw and Gathering Background and Recommendations

A) Kitaskinaw: Conducted as a collaborative effort by the City, Saskatoon Tribal Council (STC), United Way, and Gabriel Dumont Institute (GDI), Kitaskinaw outlines the “lay of the land” with a scan of programs for Saskatoon’s Aboriginal people.

B) The Gathering: Organized by the City in partnership with STC and the Central Urban Métis Federation Inc. (CUMFI) in June 2014 to provide Aboriginal attendees with information about City programs, services and partnerships and to secure input to inform future policy, program and service delivery.

Recommendations focused on increasing Aboriginal well-being in the following areas:

1. Cultural and anti-racism education
2. Aboriginal employment
3. Participation in sports, culture and recreation programs
4. Inclusion of Aboriginal people, culture, and history
5. Transportation
6. Attainable housing

2014/2015 Progress:

Attachment 1, “*Making Strides: Kitaskinaw Report & Urban Aboriginal Community Gathering Recommendations*” (*Making Strides*), summarizes the City’s 2014/2015 progress towards the recommendations. The following are progress highlights:

- a) Offered Aboriginal Cultural Awareness Training sessions to employees.
- b) Held a session for Senior Management on “Duty to Consult Aboriginal Peoples.”
- c) Developed education workshops and awareness campaigns, for the Corporation and the community-at-large, focused on understanding and reducing racism.
- d) Adopted the Saskatchewan Human Rights Commission’s recommended goal for Aboriginal employees to comprise 14% of the City’s workforce, part of the “representative workforce” target approved by City Council on April 20, 2015 as a corporate performance measure. In July 2015, Aboriginal people represented 8.6% of the City’s workforce, a 1.2% increase in the proportion relative to July 2014. A “*Diversity and Inclusion*” Action Plan has been created to increase Aboriginal employment with the City.
- e) Established the Saskatoon Aboriginal Employment Partnership with Saskatoon Regional Economic Development Association (SREDA), the private sector, and Aboriginal and other community-based organizations.
- f) Published *First Nation Community Profiles* highlighting 11 First Nations with land holdings within the City to help promote economic development opportunities.
- g) Provided a “Profile Saskatoon Grant” of \$150,000 and in-kind support for the World Indigenous Business Forum (WIBF) and the first International Indigenous Music and Cultural Festival to be held in Saskatoon in August 2016.
- h) Named Chief Darcy Bear Park in recognition of Chief Bear’s accomplishments and our longstanding relationship with Whitecap Dakota First Nation.
- i) Contributed \$17,000 towards a CUMFI project for an affordable elder’s residence within a residential care home. Since the Attainable Housing Program’s inception, 10 Aboriginal housing projects have been supported.
- j) In partnership with the Office of the Treaty Commissioner (OTC) and other organizations, supported awareness of the Truth and Reconciliation Commission (TRC) *Calls to Action* report through a June 2, 2015 community event.

Next Steps

The following highlight future actions to continue to make strides towards the recommendations:

- a) Increase Aboriginal cultural awareness training and deliver the anti-racism campaign “*I am the Bridge*” in the community.
- b) Deliver the “Diversity and Inclusion Action Plan” and “Aboriginal Employment Action Plan” to increase the number of Aboriginal people employed by the City.
- c) Review policies, programs, and services with an Aboriginal lens to identify systemic or institutional discrimination.
- d) Partner with the United Way, STC, GDI, SHR, and other Community-Based Organizations (CBOs) to host Wicahitowin – “*Working Together*” conference, to build CBO capacity for Aboriginal engagement and service delivery. An Elders/Old

People workshop, held in conjunction, will focus on incorporating Aboriginal values in programs and services.

- e) Engage with Aboriginal citizens through an urban Aboriginal gathering with our community partners in 2016 to report on progress to-date and obtain feedback.
- f) Support City Council's proclamation of the Year of Reconciliation and work with OTC and other partners to develop an Action Plan and Communication Strategy to respond to the TRC report.

The Administration will continue to work with our community partners to address the needs and gaps identified and use the findings from these reports to inform future policies, programs and services for the Aboriginal community. More details on future actions are included in the attachment.

Communication Plan

The *Making Strides* report will be posted on the City's website and a news release issued. Some specific strides will be communicated through Twitter. A digital report will be sent to partners, and opportunities to present in on-going meetings with partners will be identified. A workshop will be held in spring 2016 to present progress and secure feedback from Aboriginal citizens, elders, and leadership.

Other Considerations/Implications

There are no policy, financial, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

The Administration will provide an update in fall 2016 on progress made during 2015/2016 towards future actions identified in the report.

Public Notice

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

Attachments

1. *Making Strides: Kitaskinaw Report & Urban Aboriginal Community Gathering Recommendations*

Report Approval

Written by: Gilles Dorval, Director of Aboriginal Relations
Angela Schmidt, Strategic and Business Planning

Reviewed by: Catherine Gryba, General Manager, Corporate Performance
Department
Randy Grauer, General Manager, Community Services Department

Approved by: Murray Totland, City Manager

MAKING STRIDES

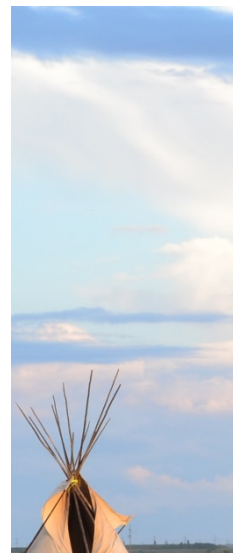
THE KITASKINAW REPORT

&

URBAN ABORIGINAL COMMUNITY GATHERING

RECOMMENDATIONS

August 2015



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I. INTRODUCTION

This report summarizes initiatives of the City of Saskatoon (City) in collaboration with community partners, which have made strides towards the recommendations from the 2014 *Kitaskinaw Project (Kitaskinaw)* and the *Urban Aboriginal Community Gathering (Gathering)*. Further actions for 2015/16 are also identified.

A) *Kitaskinaw* was conducted to discover the “lay of the land” for programs and services for Saskatoon’s First Nations, Métis, and Inuit people. *Kitaskinaw* means “*our land*” in Plains Cree and was a collaborative effort led by the City, Saskatoon Tribal Council (STC), the United Way of Saskatoon and Area, and Gabriel Dumont Institute (GDI). The project, the first of its kind in Saskatoon, took a holistic approach to better understand Saskatoon’s Aboriginal community in relation to programs and services.

B) *The Gathering* was organized by the City in partnership with STC and the Central Urban Métis Federation Inc. (CUMFI) in June, 2014. The Gathering had 132 people in attendance with a good cross-section of Saskatoon’s Aboriginal community. The Gathering had two primary outcomes:

- Helped better inform Aboriginal people living in Saskatoon about City programs, services and partnerships; and
- Obtained input from Aboriginal residents about City programs and services to inform future policy, program and service delivery.

Recommendations from *Kitaskinaw* and the *Gathering* had significant input from Aboriginal citizens and focused on enhancing Aboriginal well-being and inclusion in the following areas:

1. Cultural and anti-racism education
2. Aboriginal employment
3. Participation in sports, culture and recreation programs
4. Inclusion of Aboriginal people, culture, and history
5. Transportation
6. Attainable housing

The City has made strides towards Aboriginal inclusion and engagement and was recognized for the third time as one of 55 of Canada’s Best Diversity Employers in 2015. Collaboration with community partners and a continued focus is needed to continue to make strides towards the full inclusion and engagement of Saskatoon’s Aboriginal citizens.

II. MAKING STRIDES

1. CULTURAL AND ANTI-RACISM EDUCATION

Kitaskinaw Recommendation: More effort must be made to building cultural competencies within organizations.

Gathering Recommendation: Continue to provide cultural and anti-racism education to City staff and police officers.

- Aboriginal cultural awareness corporate training workshops are offered for City employees to increase their understanding to create more positive interactions with Aboriginal people. “Fundamentals of Cultural Competency” and “Intercultural Problem Solving” workshops also covered aspects of Aboriginal cultural awareness.
- Aboriginal cultural awareness training is mandatory for Saskatoon Police Service (SPS) employees.
- The City’s Senior Management participated in an information session on “Duty to Consult” and implications for the City. Employees are incorporating more consultations and engagement with Aboriginal people in planning and program development, including the Regional Planning for Growth.
- Anti-racism initiatives have been identified as a new focus beginning in 2015, and the Race Relations and Cultural Diversity Committee and Coordinator developed new corporate and community initiatives to reduce racism:
 - Anti-racism print resources were developed for staff and interested groups; and
 - “Understanding Racism” sessions were developed and are accessible to staff.

Future Actions:

- Develop an anti-racism implementation and communication plan that includes internal anti-racism awareness sessions and public education. Expand the public anti-racism campaign: “*I am the Bridge*” and host an “anti-racism” community forum.
- Increase the cultural awareness and inclusion training opportunities that are offered and encourage all employees to attend courses focusing on Aboriginal awareness and anti-racism. Identify options for external training through, for instance, Office of Treaty Commission (OTC) and Saskatchewan Human Rights Commission (SHRC).
- Include intercultural competency as a required leadership competency for the City’s employees.
- Incorporate a section under professional development in the Individual Development Plan template that allows for self-directed education on diversity including a focus on Aboriginal peoples, culture, and history.
- Work with City of Saskatoon Workplace Inclusion Champions and other internal groups and union executives to devise future plans for education and awareness.

2. ABORIGINAL EMPLOYMENT

Kitaskinaw Recommendation: More effort must be made to address Aboriginal employment levels.

Gathering Recommendation: Expand hiring of Aboriginal people, particularly in highly visible roles such as police officers, frontline staff and managers, and, when necessary, partner with education and social service agencies to support Aboriginal people in getting the qualifications they need for employment and movement up the career ladder.

- The City of Saskatoon is a SHRC Employment Equity Partner. The City adopted the SHRC's recommended goal for Aboriginal employees to comprise 14% of the City's workforce, which is part of the "representative workforce" target approved by City Council on April 20, 2015 as a corporate performance measure
- In July, 2015, the City of Saskatoon's self-identified Aboriginal workforce represented 8.6% of the City's total workforce, a 1.2% increase relative to 2014.
- In 2015, a "*Diversity and Inclusion*" Action Plan was created to achieve more progress towards the City of Saskatoon's long-standing commitment to the goal of a workforce representative of the diversity of the City's population.
- In 2013 and 2014, job advertisements were posted in over 900 Aboriginal offices in Saskatchewan and Manitoba. All weekly job postings were placed on www.aboriginalcareers.ca, a website dedicated to assisting Aboriginal job seekers acquire career opportunities.
- Twelve City of Saskatoon Aboriginal employees were profiled in advertisements in Eagle Feather News in 2014.
- The City partnered with STC, Potash Corp. and other community organizations, on the Urban Aboriginal Leadership Program including Wanska and Atoske programs.
 - Wanska provides personal development and pre-employment skills to support Aboriginal youth in leading healthier active lifestyles.
 - Atoske builds the capacity of Aboriginal youth and increases their skills for employment with the City or other organizations. The two-week program provided students with educational trips, tours of various City facilities, and on-the-job planning experience with City employees through job-shadowing.
 - The Aboriginal Lifeguard Program and Fitness Leader Certification Program were delivered to help Aboriginal people gain lifeguard and fitness certifications leading to employment with the City or other organizations.
- An Outreach Recruitment program provided ongoing communication to Saskatchewan Indian Institute of Technology (SIIT), GDI, and community-based organizations such as Radius to assist their clients with information on employment opportunities, recruitment presentations, mock interviews, etc.

- In July 2015, ten Aboriginal students graduated from the Aboriginal Heavy Equipment Operator and Class 1A License Pre-employment Training Program, the result of a unique partnership with SIIT, GDI, and STC. Since 2010, the City has hired 52 percent of the 48 program graduates.
- Two positions in Community Development's 2015 Summer Playground Program with the MeTaWeTan cultural travelling van were specifically designated for Aboriginal people and funded in partnership with GDI. Other Aboriginal people are also employed in the summer program.
- An Aboriginal student was employed as an environmental engineer intern with the City's Environmental Services in 2015, with sponsorship funding from STC.
- The City participated in recruitment events targeted to potential Aboriginal employees (i.e. Stepping Stones Career Fair).
- City staff attended several events aimed at sharing and learning best practices for increasing diversity in the workplace.
- The Director of Aboriginal Relations co-chairs the Saskatoon Aboriginal Employment and Economic Partnership Committee of the Saskatoon Regional Inter-sectoral Committee (SRIC).
- The City leveraged federal government funding for the Saskatoon Aboriginal Employment Partnership (SAEP) with Saskatoon Regional Economic Development Association (SREDA), STC, GDI, SIIT, the private sector, and community-based organizations supporting Aboriginal people in employment. SAEP helps connect Aboriginal people with employment and business opportunities to help the city grow and prosper as well as close the Aboriginal unemployment rate gap.

Future Actions:

- Deliver the Aboriginal Employment Strategy and "*Diversity and Inclusion*" Action Plan to increase the number of Aboriginal people employed by the City.
- Review the City of Saskatoon's Human Resource hiring policies, strategies and practices with an "inclusion lens" to ensure no systemic or institutional racism.
- Develop leadership and workforce cultural competencies that assist managers and employees in achieving greater diversity and inclusion.
- Provide development opportunities by identifying jobs that can be used to create career advancement opportunities for Aboriginal employees. Identify employment categories for more focused employment of Aboriginal people.
- Expand the Wanska Leadership program to include additional community partners.
- Work with social agencies and other divisions to identify social enterprise opportunities for City contracts that will provide links to employment.

- Implement Phase Two of SAEP to connect Aboriginal people with employment and continue to build capacity of employers in Saskatoon to develop more representative workforces. Partner to promote the positive aspects for businesses utilizing the Aboriginal labour pool prior to engaging in the Temporary Foreign Worker Program.

3: PARTICIPATION IN SPORTS, CULTURE AND RECREATION PROGRAMS

Kitaskinaw Recommendation: Organizations must offer more programs and services for Aboriginal Elders and “Old People”.

Gathering Recommendation: Find ways to provide more free or low-cost sports, culture and recreation programs for low or low-middle income citizens.

- The City provided funding supports to community-based organizations that provide services and programs for Aboriginal elders and old people.
- The City increased awareness and sensitivity in using Aboriginal language in news releases, communications, and presentations when referring to Aboriginal “old people”.
- An Aboriginal “Old Peoples Gathering” was held to determine barriers to participation in recreation and culture activities. Barriers including “availability of child care,” “timing of activities”, and “transportation” were identified and solutions are being considered in collaboration with the United Way, STC, SHR, CUMFI and other community-based organizations.
- Community Development addresses cost as a barrier to participation in recreation and leisure programs through the provision of the following low cost and no cost programs:
 - MeTaWeTan Youth programs
 - MeTaWeTan summer cultural program
 - Aboriginal Resource Directory
 - MeTaWeTan Community Leisure Guide
 - Swim to Survive Program
 - Little Sisters in Action Program
 - Leisure Access Program for low-income residents
 - White Buffalo Youth Centre Partnership with STC, SHR and CUMFI

Future Actions:

- Link Aboriginal representatives to the Board of Directors on the Saskatoon Council for Aging and other community-based organizations that provide programs and services for seniors in Saskatoon.
- Review the Leisure Access Program to ensure that it is being delivered in the most efficient and respectful way.

- Assess opportunities to partner with Aboriginal organizations in the delivery of recreation programs for Aboriginal people.
- Collaborate with STC and Saskatoon YMCA to determine how to leverage resources to improve the quality of and access to community recreational facilities, potentially through a new joint-use City Centre Recreation Facility.
- Work with Aboriginal communities and governments in implementing the Recreation and Parks Master Plan.
- Design recreation and parks programs and opportunities to facilitate social inclusion and encourage its partners to do the same.
- Continue to offer the Leisure Access and Youth Sports Subsidy Program, and grants to community based-groups in the most efficient and respectful way.
- Increase outreach to Aboriginal youth to increase integration in the community through positive recreation opportunities.

4. INCLUSION OF ABORIGINAL PEOPLE, CULTURE, AND HISTORY

Kitaskinaw Recommendation: Organizations must tailor information regarding voting to the Aboriginal community.

Gathering Recommendation: Ensure that Aboriginal people, culture and history are represented in the City of Saskatoon.

- Aboriginal people have been actively recruited to provide Aboriginal representation in governance on Saskatoon Boards and Committees such as the Saskatoon Police Board of Commissioners.
- The General Manager of Community Services co-chairs the Saskatoon Regional Inter-sectoral Committee (SRIC) which addresses barriers to services for marginalized populations.
- The inaugural meeting held in January 2015 with City Council and STC Chiefs contributed to dialogue for increased understanding by City Council of Aboriginal interests as well as increased awareness by STC leadership of the City's initiatives that support Aboriginal inclusion.
- A "Profile Saskatoon Grant" of \$150,000 and in-kind organizing support was provided in 2015 for the 2016 World Indigenous Business Forum (WIBF) and the first International Indigenous Music and Cultural Festival (IIMCF).
- The City, SPS, and STC partnered on the development of the Missing and Murdered Aboriginal Women's commemoration artwork.

- Public Art installations recognize Aboriginal culture and contributions including “*Land of Berries*”, and “*Spirit of Alliance, War of 1812*” (gifted to the City by Whitecap Dakota First Nation).
- The City helped build capacity for Aboriginal artists by supporting the 2014 *Aboriginal Artists Symposium*.
- Aboriginal contributions to Saskatoon’s development are acknowledged through the raising of the Treaty Six flag and Metis Nation of Saskatchewan flag which fly in Civic Square on a permanent basis.
- Annual funding and governance support is provided to Wanuskewin Heritage Park.
- March is annually declared as Cultural Diversity and Race Relations Awareness month, and in 2015 Aboriginal culture was showcased through performances and ethnic food at City Hall.
- In 2015, Chief Darcy Bear Park was named in recognition of Chief Bear’s accomplishments and the longstanding relationship between the Whitecap Dakota First Nation and the City.
- *First Nation Community Profiles* highlighting 11 First Nations with land holdings within the City were published through a partnership with SREDA. The two-page profiles are intended to promote economic development opportunities and highlight key attributes of each First Nation including leadership, strengths and assets.
- First Nations with land interests in the Saskatoon region have been invited to include their plans into the regional land use plan. The City is participating with SREDA and Aboriginal Affairs and Northern Development Canada (AANDC) around planning with First Nations with reserves and land interests in the Saskatoon region.
- The Saskatoon Public Library has added to its collection of books and films and programming related to Aboriginal history, culture, and residential schools.
- Capacity building supports provided to Aboriginal community-based organizations include the work of the Saskatoon Collaborative Funders Partnership on outcomes and evaluation, and work with the United Way on community-based leadership development for under-represented groups including Aboriginal groups.
- The City supported community education and awareness of the release of the Truth and Reconciliation Commission (TRC) *Calls to Action* report through a community event on June 2, 2015 in partnership with STC, CUMFI, OTC, SHR, Saskatoon School Boards, and faith-based organizations.
- Saskatoon City Council unanimously supported the declaration of a “Year of Reconciliation” beginning on July 1, 2015 and called for response to the TRC Report.
- Aboriginal people from northern Saskatchewan who were displaced from their homes by the 2015 wild fires were hosted in shelters at the Saskatoon soccer

centres, at hotels and by families and friends. The City provided culture, recreation and sport activities and linkages to Saskatoon's Aboriginal community and corporate sector.

Future Actions:

- As follow-up to the Kitaskinaw and Gathering initiatives, partner with the United Way, STC, GDI, SHR, and other community-based organizations to host Wicihitowin – “Working Together” provincial conference on November 17 and 18, 2015, focusing on Aboriginal engagement and service delivery. A concurrent Aboriginal Elders/Old Peoples workshop will focus on appropriate and respectful incorporation of Aboriginal values within program and service delivery.
- Engage with Aboriginal citizens through an urban Aboriginal gathering with our partners in 2016 to report on progress towards the Kitaskinaw and Gathering recommendations and obtain feedback on future direction.
- Collaborate with Planning and Development Division and the Saskatoon North Partnership for Growth (P4G) to continue efforts to increase First Nations' input into the Regional Plan project through educational materials, events and face to face meetings.
- Work with Aboriginal community-based organizations to increase awareness of the City's “Naming of Civic Property and Development Areas Policy” and process to increase the number of City streets, subdivisions, parks, etc. that are named in recognition of Aboriginal people who have contributed to Saskatoon's development.
- Identify new opportunities to showcase Aboriginal culture throughout the city to enable the community to learn more about First Nation, Métis and Inuit culture.
- Provide continued in-kind organizational support for the successful hosting of the 2016 WIBF and IIMCF.
- Through working with the City Clerk's Office, develop and implement municipal election voter information materials and supports similar to the newcomer campaign in the last municipal election with a focus on Aboriginal residents in the campaign. Ensure polling stations are accessible and Aboriginal friendly.
- Through partnerships, develop capacity for training employees and boards of Aboriginal organizations (e.g. training for governance, media relations, grant proposal writing, etc.).

5. TRANSPORTATION

Gathering Recommendation: Reduce travel times and wait times for City transit and ensure closer adherence to the transit schedule.

- A new strategy is being developed by Saskatoon Transit that will incorporate more reliable and convenient transit services.
- Saskatoon Transit is developing commitments to its customers through an engagement process involving Transit employees and the public.

Future Actions:

- Engage with Aboriginal citizens to further determine their transit needs and incorporate these in the development of the new transit strategy.
- Include Aboriginal citizens in Transit advertising and promotional material.

6. ATTAINABLE HOUSING

Kitaskinaw Recommendation: An Aboriginal-led housing initiative must be developed to address the housing needs of Saskatoon's Aboriginal population.

Gathering Recommendation: Increase the amount of safe affordable housing in Saskatoon and ensure that various types of housing needs are recognized; for example, the housing needs of homeless teens, big families and single adults are all quite different.

- In partnership with CUMFI, the City has supported four housing projects for Aboriginal people. In 2015, the City contributed \$17,000 towards a CUMFI project for an affordable elder's residence within a residential care home.
- The Attainable Housing Program has supported six housing projects with Cress Housing which provides affordable housing for Aboriginal persons in Saskatoon.
- "The ability to accommodate larger family units" was considered as an evaluation criteria for proposals for the last three development sites in Pleasant Hill Village. To-date, viable proposals have not been received for three to four bedroom homes through the Mortgage Flexibilities Support Program (MFSP) due to federal mortgage lending rules that reduced the size of monthly support programs that can be provided to low-income home buyers.
- The City participated in the *Housing First Initiative* which was launched in April 2014 by the Saskatoon United Way. Nineteen of Saskatoon's most vulnerable citizens were initially housed, saving \$668,000 within the first six months in emergency and related services. Twenty-eight people have been housed to-date.

Future Actions:

- Facilitate partnerships to increase awareness of Saskatoon housing providers such as Habitat for Humanity to increase the Aboriginal applicant base.
- Work with the federal and provincial governments to identify solutions that will make it viable for low-income families with large families to secure housing with three or four bedrooms to meet their needs.
- As part of the Housing Business Plan, continue to collaborate with the provincial government on funding support for housing for low-income people to create better leverage of municipal funding.

III. NEXT STEPS

The City has made strides over the last year in enhancing its programs and services for Aboriginal people and strengthening relations with Aboriginal people and organizations. Working with First Nations and Métis citizens and elders, Aboriginal organizations, federal and provincial governments, education institutions, the private sector, and community-based organizations will be important in delivering enhanced programs and services to better meet the needs of Aboriginal citizens.

A communication and engagement strategy will be developed to support “*The Year of Reconciliation*” proclaimed by City Council. Targeted communication is needed to create more awareness of City programs, services, and initiatives that improve the well-being of Aboriginal people. Input from Aboriginal citizens on future actions and initiatives to address priority areas will be a foundation for our future success in making strides towards full Aboriginal participation in our community.

Sasktel Centre – Request to change Saskatchewan Place Association’s Bylaw No. 1

Recommendation

That should Executive Committee agree with Saskatchewan Place Association Inc.’s request for an increase to the size of its Board, City Council authorize its representative or representatives to execute a resolution of the members of Saskatchewan Place Association Inc. approving such change, as drafted by the City Solicitor.

Report Highlights

1. Saskatchewan Place Association Inc. has requested an increase to the size of its Board from 10 to 12 persons.
2. The Board for The Centennial Auditorium & Convention Centre Corp. has 12 persons and the Board for The Art Gallery of Saskatchewan Inc. has 14 persons.
3. Saskatchewan Place Association Inc. indicates increasing the size of the Board would assist in spreading the Board’s heavy workload, deepen the pool of talent and experience, and assist in recruiting persons willing to take on a leadership role on the Board.

Background

At its meeting of July 22, 2015, Executive Committee considered a request by the Board of Saskatchewan Place Association Inc. to increase the size of its Board of Directors from 10 to 12 persons.

Executive Committee resolved:

“That the matter be referred back to Administration to enter into discussions with SaskTel Centre and report back to the Committee at the August or September meeting.”

Report

Discussions have occurred between the Administration and the Board of Saskatchewan Place Association Inc. Attached is a memorandum from the Chair of the Board, Adele Buettner, outlining in more detail the reasons the Board, which operates SaskTel Centre, is requesting the expansion of the Board.

As outlined in the Board’s July 13, 2015 report to Executive Committee, this would require an amendment of the Bylaws of Saskatchewan Place Association Inc., which currently limits the Board to 10 members.

Should this request be approved, we would recommend that City Council authorize its representative or representatives to execute a resolution of Saskatchewan Place Association Inc. approving the change to its Bylaws, as drafted by the City Solicitor.

Public Notice

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

Attachment

1. Memorandum of Saskatchewan Place Association Inc.’s Board dated August 23, 2015.

Report Approval

Written by: Barry Rossmann, Q.C., Director of Municipal Law & Civil Litigation
Approved by: Patricia Warwick, City Solicitor

Admin Report – Change SaskPlace Bylaw.docx
126-0017-bhr-2.docx

MEMORANDUM

TO: Murray Totland
City of Saskatoon, City Manager

TO: Barry Rossmann
City of Saskatoon, Solicitors Office

FROM: Adele Buettner
Chair, SaskPlace Association

DATE: August 23, 2015

RE: Expanding the number of board members at SaskPlace Association
.....

The purpose of this correspondence is to follow up on your request for supplementary support to SaskPlace Association's application for the addition of up to two new board positions (going from our current number of ten, up to a maximum of twelve board members).

SaskTel Centre is a very busy and complicated operation with an annual budget of approximately twenty-five million dollars. SaskTel Centre is an important meeting and gathering place for not only residents of the City, but also the region. Quite often, the City of Saskatoon is showcased on either a national or worldwide basis through television broadcasts that emanate from the venue; making this facility a very important "connection point" to the world. Overseeing an operation of this magnitude is a very significant responsibility and one that my colleagues and I take seriously.

Currently, our board members invest significant time and effort on behalf of SaskPlace Association. This can, at times, be a commitment that extends the volunteers who comprise the board, beyond what would be considered reasonable. There are members of our board who are very qualified and very talented who decline on the chance to serve as a corporate officer which provides the opportunity to eventually sit as Chair of the organization. Recently, we have had a board member nearly resign their responsibilities due to the work load. Had this board member resigned, it would have been to the detriment of our organization.

SaskTel Centre needs leadership. In order for our organization to continue to support the City of Saskatoon in an optimal manner, we must provide an environment that is attractive to prospective and future board members.

The two sister boards to that of SaskPlace Association are TCU Place with a board comprised of twelve people and the Mendel Art Gallery with a board consisting of fourteen members. I present these examples to illustrate that there is precedence within the City of Saskatoon environment to expand the membership of our board beyond that of SaskPlace Association's current number. Additionally, our sister arena, the Brandt Centre, located in Regina is part of a complex known as Evrazplace. Evrazplace is also governed by a twelve member board.

The addition of up to two new members would allow our organization to allocate work in a more efficient and productive manner. We would also be well situated to possess a deeper pool of experience, contacts and talent at the board level. This would position the Board of Directors of SaskPlace Association to better serve SaskTel Centre and the community.

I thank you for considering my request. Should you have any questions, please feel free to contact me at any time.

Municipal Governance Structure

Recommendation

That the issues identified in this report be further reviewed by the Leadership Team Governance Subcommittee and that a further report with final recommendations be provided for Executive Committee's consideration no later than the November 16, 2015 meeting of Executive Committee.

Topic and Purpose

City Council adopted a new governance model in June, 2014. At the time, the Leadership Team Governance Subcommittee committed to a periodic review of the model to promote optimal governance practices for Saskatoon City Council.

The Leadership Team Governance Subcommittee completed initial deliberations and performed initial consultation with members of City Council and the Leadership Team to get their perspective on what possible improvements could be made to the relatively new governance structure. This report provides a summary of these initial comments.

The Leadership Team Governance Subcommittee is looking for confirmation from Executive Committee that these identified issues merit follow-up and further recommendations to be considered by Executive Committee.

Report Highlights

This report identifies governance issues to be further reviewed and reported on.

Strategic Goal(s)

This report supports the Strategic Goal of Quality of Life as it promotes good governance practices.

Report

Issues which have been identified for further review are as follows:

1. the duplication of business between Executive Committee and City Council:
 - suggestions for improvement have included elimination of Executive Committee and moving to two City Council meetings per month with each of the two City Council meetings having an option of an in camera session. At the in camera City Council sessions, City Council would go into "Committee of the Whole". After which, "Committee of the Whole" would rise and report to City Council;

Municipal Governance Structure

- this would result in a Committee/Council schedule which would see two Standing Policy Committees held the first Monday of the month, a City Council meeting (including an in camera session) the second Monday of the month, two Standing Policy Committees the third Monday of the month and the second City Council meeting (including an in camera session) the fourth Monday of the month. The second City Council meeting of the month would include the Public Hearing Meeting of City Council;
 - a draft meeting calendar showing elimination of Executive Committee is included as Attachment 1. A draft meeting calendar showing Executive Committee remaining is included as Attachment 2;
 - this would result in the redistribution of matters within the mandate and delegated authority of Executive Committee. A draft list of the proposed redistribution of policy areas is attached as Attachment 3. A draft list of the proposed redistribution of delegated authority matters is attached as Attachment 4;
2. the consideration of establishing different criteria for items to be included and removed from the Consent Agenda;
 3. the consideration of revising the time to debate;
 4. the consideration of the mandatory language in the bylaw around extending the length of a Regular Council Meeting;
 5. the consideration of setting out clear rules regarding voting practices during Public Hearings. Specifically, articulation of the requirements when a member of Council is absent for all or part of a Hearing. This may include a rule prohibiting any absence of a Council member from a Public Hearing if the Council member wishes to vote on the matter; and
 6. additional public education respecting governance issues.

Other Considerations/Implications

There are no financial, environmental, privacy, or CPTED implications or considerations.

Public Notice

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

Attachment(s)

1. Draft 2016 Meeting Calendar – Deletion of Executive Committee
2. Draft 2016 Meeting Calendar – Executive Committee Remaining
3. Proposed Redistribution of Policy Areas for Executive Committee
4. Proposed Redistribution of Delegated Authority for Executive Committee

Municipal Governance Structure

Report Approval

Written and Approved by:

Patricia Warwick, City Solicitor

Reviewed by:

Joanne Sproule, City Clerk

Mike Jordan, Governance Relations,
City Manager's Office

Admin Report – Municipal Governance Structure.docx
102-0458-pjw-1.docx



DRAFT A 2016 Meeting Calendar

January	February	March	April
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2	1 2 3 4 5 6	1 2 3 4 5	1 2
3 4 5 6 7 8 9	7 8 9 10 11 12 13	6 7 8 9 10 11 12	3 4 5 6 7 8 9
10 11 12 13 14 15 16	14 15 16 17 18 19 20	13 14 15 16 17 18 19	10 11 12 13 14 15 16
17 18 19 20 21 22 23	21 22 23 24 25 26 27	20 21 22 23 24 25 26	17 18 19 20 21 22 23
24 25 26 27 28 29 30	28 29	27 28 29 30 31	24 25 26 27 28 29 30
31			
May	June	July	August
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4	1 2	1 2 3 4 5 6
8 9 10 11 12 13 14	5 6 7 8 9 10 11	3 4 5 6 7 8 9	7 8 9 10 11 12 13
15 16 17 18 19 20 21	12 13 14 15 16 17 18	10 11 12 13 14 15 16	14 15 16 17 18 19 20
22 23 24 25 26 27 28	19 20 21 22 23 24 25	17 18 19 20 21 22 23	21 22 23 24 25 26 27
29 30 31	26 27 28 29 30	24 25 26 27 28 29 30	28 29 30 31
		31	
September	October	November	December
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3	1	1 2 3 4 5	1 2 3
4 5 6 7 8 9 10	2 3 4 5 6 7 8	6 7 8 9 10 11 12	4 5 6 7 8 9 10
11 12 13 14 15 16 17	9 10 11 12 13 14 15	13 14 15 16 17 18 19	11 12 13 14 15 16 17
18 19 20 21 22 23 24	16 17 18 19 20 21 22	20 21 22 23 24 25 26	18 19 20 21 22 23 24
25 26 27 28 29 30	23 24 25 26 27 28 29	27 28 29 30	25 26 27 28 29 30 31
	30 *31		

SPC – **PD&CS** 9:00 a.m. / **Finance** 2:00 p.m.
 SPC – **Transportation** 9:00 a.m. / **EU&CS** 2:00 p.m.
Orientation – (Insert time)
Council – Regular Business 1:00 p.m., Public Hearing 6:00 p.m. last meeting in month
 ***Inauguration** 6:00 p.m.
Budget Review – 1:00 p.m.

- SUMA Jan 31–Feb 3 (Regina)
- FCM June 3-6 (Winnipeg)
- Civic Election Oct 26 (nomination period close Sept 21)
- Stat Holidays



DRAFT B 2016 Meeting Calendar

January	February	March	April
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2	1 2 3 4 5 6	1 2 3 4 5	1 2
3 4 5 6 7 8 9	7 8 9 10 11 12 13	6 7 8 9 10 11 12	3 4 5 6 7 8 9
10 11 12 13 14 15 16	14 15 16 17 18 19 20	13 14 15 16 17 18 19	10 11 12 13 14 15 16
17 18 19 20 21 22 23	21 22 23 24 25 26 27	20 21 22 23 24 25 26	17 18 19 20 21 22 23
24 25 26 27 28 29 30	28 29	27 28 29 30 31	24 25 26 27 28 29 30
31			
May	June	July	August
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4	1 2	1 2 3 4 5 6
8 9 10 11 12 13 14	5 6 7 8 9 10 11	3 4 5 6 7 8 9	7 8 9 10 11 12 13
15 16 17 18 19 20 21	12 13 14 15 16 17 18	10 11 12 13 14 15 16	14 15 16 17 18 19 20
22 23 24 25 26 27 28	19 20 21 22 23 24 25	17 18 19 20 21 22 23	21 22 23 24 25 26 27
29 30 31	26 27 28 29 30	24 25 26 27 28 29 30	28 29 30 31
		31	
September	October	November	December
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3	1	1 2 3 4 5	1 2 3
4 5 6 7 8 9 10	2 3 4 5 6 7 8	6 7 8 9 10 11 12	4 5 6 7 8 9 10
11 12 13 14 15 16 17	9 10 11 12 13 14 15	13 14 15 16 17 18 19	11 12 13 14 15 16 17
18 19 20 21 22 23 24	16 17 18 19 20 21 22	20 21 22 23 24 25 26	18 19 20 21 22 23 24
25 26 27 28 29 30	23 24 25 26 27 28 29	27 28 29 30	25 26 27 28 29 30 31
	30 *31		

SPC – PD&CS 9:00 a.m. / Finance 2:00 p.m.
 SPC – Transportation 9:00 a.m. / EU&CS 2:00 p.m.
 Executive – 1:00 p.m. (9:00 a.m. July & August)
 Orientation – (Insert time)
 Council – Regular Business 1:00 p.m., Public Hearing 6:00 p.m.
 *Inauguration 6:00 p.m.
 Budget Review – 1:00 p.m.
 SUMA Jan 31–Feb 3 (Regina)
 FCM June 3-6 (Winnipeg)
 Civic Election Oct 26 (nomination period close Sept 21)
 ○ Stat Holidays

ATTACHMENT NO. 3**Existing Executive Committee – Redistribution (Proposed)****Proposed Redistribution of Policy Areas for Executive Committee**

Existing	Proposed
(a) legal services and matters under litigation;	<i>City Council (option to move “in camera”)</i>
(b) legislative services;	<i>City Council (option to move “in camera”)</i>
(c) corporate projects	<i>Move to EUCS</i>
(d) corporate governance	<i>City Council (option to move “in camera”)</i>
(e) collective bargaining negotiations and city pension plans	<i>City Council (option to move “in camera”)</i>
(f) human rights complaints, and wrongful dismissal actions	<i>City Council (option to move “in camera”)</i>
(g) government relations	<i>City Council (option to move “in camera”)</i>
(h) aboriginal affairs	<i>Move to EUCS</i>
(i) strategic planning	<i>Move to EUCS</i>
(j) controlled and statutory corporations	<i>Move to Finance</i>
(k) city pension plans	<i>Joined to (e) above</i>
(l) annual City budget process	<i>Move to Finance</i>
(m) regional planning	<i>Move to PDCS</i>
(n) immigration policy & consultations	<i>Remove (already included in PDCS mandate)</i>

ATTACHMENT NO. 4**Proposed Redistribution of Delegated Authority for Executive Committee**

Existing	Proposed
(a) the formulation and recommendation to Council of policies, plans, bylaws and any other matter that is not covered within the policy area of any other Standing Policy Committee;	<i>City Council</i> (option to move "in camera")
(b) the conduct of all formal relationships with the Province of Saskatchewan and the Government of Canada;	<i>City Council</i> (option to move "in camera")
(c) the consideration and report to Council on matters relating to employee pensions	<i>City Council</i> (option to move "in camera")
(d) the supervision of the City Manager and the recommendation of the terms and conditions of his or her employment including compensation to Council	<i>City Council</i> (option to move "in camera")
(e) the supervision of the City Clerk and the City Solicitor, and the setting of the terms and conditions of their employment including their compensation to be included in their Office budgets;	<i>City Council</i> (option to move "in camera")
(f) the receipt of all reports from the City Manager with the exception of those reports which deal with matters that have specifically been delegated to one of the Standing Policy Committees;	<i>City Council</i> (option to move "in camera")
(g) the receipt of all reports from the City Clerk with the exception of those reports which deal with matters that have specifically been delegated to one of the Standing Policy Committees;	<i>City Council</i> (option to move "in camera")

<p>(h) the receipt of all legal advice and reports from the City Solicitor with the exception of advice and reports which deal with matters that have specifically been delegated to one of the Standing Policy Committees;</p>	<p><i>City Council</i> <i>(option to move "in camera")</i></p>
<p>(i) the approval or denial of requests for renovations to City Hall by Council members;</p>	<p><i>Finance</i></p>
<p>(j) the consideration and recommendation to Council on all matters referred to it by Council, a Standing Policy Committee or the Mayor.</p>	<p><i>City Council</i> <i>(option to move "in camera")</i></p>