

# WintercityYXE – Implementation Plan

*Comprehensive Engagement Report*  
April 27, 2021



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## Engagement Summary

The City of Saskatoon worked together with community partners to develop 'WintercityYXE – Saskatoon's Winter City Strategy' (Strategy), which was shared with [City Council's Standing Policy Committee on Planning, Development and Community Services in September 2020](#). The next step in the project has been developing the WintercityYXE Implementation Plan (Plan). The following summarizes the public engagement activities that were completed, the feedback that we heard, and how that feedback was considered in finalizing the Plan.

Public Engagement on the Plan included the following steps:

- Engagement during the development of the Strategy related to implementation and using that feedback to develop a draft Plan.
- A targeted stakeholder online survey asking those involved in the final Strategy engagement for feedback on the Plan and updating the Plan based on feedback.
- A public engagement online survey asking for feedback on the revised Plan.
- Making final updates to the Plan.

A summary of engagement activities is included in Table 1: Engagement Activities below. The summary includes engagement activities that were part of the Strategy development that had specific questions about implementation.

Table 1: Engagement Activities

Dates	Engagement Activity	Description	Participants
January 30th, 2020; February 13th, 2020	Strategy workshops	The WintercityYXE Working Group participated in a workshop on January 30th, 2020 that included providing feedback on potential partners, current actions, and ideas for next steps. A workshop was held for other key stakeholders on February 13th, 2020, that asked similar questions.	29 (14 attended the Working Group workshop, and 15 attended the Stakeholder workshop)
December 17th, 2020 – January 18th, 2021	Targeted online survey	A detailed online survey asking for feedback on the implementation of all 25 action items was shared with the Working Group, Participants of the February 13th, 2020 stakeholder workshop, the Combined Business Group, and the Saskatoon Poverty Reduction Partnership (SPRP). The survey was originally scheduled to be open until January 13th, 2021 but was extended until January 18th, 2021 to encourage more participation.	6

Dates	Engagement Activity	Description	Participants
February 8th – 22nd, 2021	Public online survey	The draft plan was shared through the online survey. Participants were invited to indicate if anything was missing, and if so, to provide detailed feedback. The survey also included a prioritizing question. This shorter survey was shared with the Working Group, stakeholders from strategy engagement, and SPRP. It was also promoted on social media.	73

During the Strategy workshops in early 2020, participants were asked to identify current supports for Strategy action items and to identify community partners who could support implementation. They were also asked to share recommended next steps for each action. Some of the general feedback included:

- Need for a media strategy
- Importance of quick wins
- Funding / proper resourcing
- Identify existing resources and gaps to support actions
- Capacity of partners to implement the Strategy
- Develop evaluation processes and measures for success for each action

From December 2020 through February 2021, two online surveys were conducted – the first survey for targeted stakeholders and the second for the public. Both surveys provided implementation information for each action item including:

- Current supports
- Potential partners (City and community)
- Funding needs
- Evaluation metrics
- Timelines

We asked if we had missed anything. Additionally, both surveys included opportunities to prioritize action items and provide a rationale for that prioritization.

The targeted stakeholder survey included each action item from the Strategy in the survey and asked three questions per action item to get at what was missing from the current Plan and what else might be needed to implement the action. This resulted in a long survey. Based on feedback from the targeted survey, an effort was made to shorten the public version of the survey by including the draft implementation plan tables as a PDF attachment. To be more accessible, the public survey asked for feedback on each theme (Economy, Culture and Life, and Design), rather than each of the 25 actions. In both surveys, participants were able to skip questions. The public survey also included an option to skip providing feedback on the draft Plan, and only complete the prioritization questions. Some of the feedback included:

- Support for the Plan
- Specific local partners for action items

- National/ International groups to learn from
- Feedback on ongoing activities/ supports
- Prioritizing recommendations/ support for different action items
- Need for funding and action
- Non-financial supports like access to equipment
- Importance of equity considerations/ supporting vulnerable people
- The need for recreation activities/ fun things to do
- Importance of health, wellbeing, and safety
- Need for four season approach/ not just winter
- Link to other projects like festival site
- Reducing barriers (mobility, active transportation, transportation)
- Snow clearing
- More promotion of Saskatoon as a winter city
- COVID-19 related feedback

## COVID-19

Because of COVID-19, efforts to get stakeholder and public feedback on the draft Plan were virtual. We would have ordinarily planned for an in-person workshop and decided to offer a detailed targeted online survey in lieu of a virtual workshop to allow for more flexibility in participation. We knew that some members of the Working Group and other key stakeholders had limited capacity for in-person meetings because of strains on their organizations related to COVID-19.

In addition to public participation in the engagement efforts related to COVID-19 and limited capacity for projects that are not COVID-19 related, it is possible that some stakeholders did not participate because they felt they had already provided extensive feedback on the WintercityYXE project.

## Consideration of results

Feedback provided resulted in:

- Adding evaluation measures to the Plan
- Confirming the Plan
- Addition of missing partners to the Plan
- Addition of missing supports to the Plan
- Community prioritization of each action item is listed in the Plan (low, medium, or high)

Feedback related to changing or adding to the Strategy actions listed in the Plan were not incorporated because the actions were set in the Strategy and a review of the actions was not in the scope of the Plan development. Generally, recommended changes to Strategy actions consisted of re-wording and/or amalgamating actions.

The Plan itself does not address specific activities and events, or list all stakeholders, but rather focuses on sectors that should be included. Recommendations for next steps for each action are included in the appendix to this report and will be shared with appropriate groups (internal and external as appropriate) for consideration as each action item advances.

Actions that require City funding or resource supports will be addressed through the City's regular budget process including continuing support for the WintercityYXE Program. Progress updates will be provided to Council.



## 1 Background

The [WintercityYXE Strategy](#) (Strategy) is an intentional effort by the City of Saskatoon (City) and the community to celebrate what makes Saskatoon an inviting, vibrant, safe and prosperous place during the winter months while recognizing the challenges that the winter months present for those who are vulnerable. The Strategy was presented to [City Council's Standing Policy Committee on Planning, Development and Community Services in September 2020](#). This report outlines engagement efforts on the Strategy's Implementation Plan (Plan).

### 1.1 Strategic Goals

WintercityYXE supports multiple City Strategic Goals identified in the Strategic Plan. In particular:

- Quality of Life by providing opportunities for activities in a winter city;
- Sustainable Growth by ensuring our City Centre is vibrant in all seasons of the year;
- Moving Around by ensuring accessibility and connectivity continue to exist when snow and ice are present; and,
- Economic Diversity and Prosperity by creating an environment for business sustainability though all seasons.

### 1.2 Abbreviations

Saskatoon Poverty Reduction Partnership	SPRP
WintercityYXE Community Working Group	Working Group
WintercityYXE Implementation Plan	Plan
WintercityYXE Strategy	Strategy

### 1.3 City Project Team

Lynne Lacroix, General Manager of Community Services	Project Sponsor
Lesley Anderson, Director of Planning and Development	
Christine Gutmann, Planning and Development	Project Manager
Jennifer Pesenti, Strategy and Transformation	Communications Support
Mandy Fehr, Strategy and Transformation	Engagement Support

### 1.4 Spokesperson(s)

Lesley Anderson, Director, Planning & Development, Community Services  
Chris Schulz, Manager, Planning Project Services, Planning & Development, Community Services

### 1.5 Summary of Engagement Strategy

Engagement for the development of the Strategy included questions related to implementation. A summary of feedback provided during development of the Strategy related specifically to implementation is included in this report. More details about the Strategy engagement approach can be found [here](#). The following table summarizes the additional engagement that was done in late 2020 and early 2021 on the Plan, including engagement goals, objectives, and selected activities in relation to each stakeholder group.



Table 2: Summary of Engagement Strategy

Stakeholder	Level of Participation	Objective	Engagement Goals	Engagement Activity
Working Group	Inform  Consult  Involve	To provide key stakeholders with information to assist them in understanding the Plan.  To obtain feedback on the Plan.  To understand and consider Stakeholder priorities for implementation.	Understand the Plan  Stakeholders provide feedback on the Plan  Stakeholders indicate their priorities for implementation and next steps.	Targeted online survey (In place of a facilitated workshop)
Stakeholder Groups Engaged in <a href="#">Closing the Loop WIntercityYXE Strategy Engagement</a>	Inform  Consult  Involve	To provide key stakeholders with information to assist them in understanding the Plan.  To obtain feedback on the Plan.  To understand and consider Stakeholder priorities for implementation.	Understand the Plan  Stakeholders provide feedback on the Plan  Stakeholders indicate their priorities for implementation and next steps.	Targeted online survey (In place of a facilitated workshop)
Residents	Inform  Consult	To provide the public with information to assist them in understanding the Plan  To obtain feedback on the Plan  To understand and consider resident priorities for implementation	Understand the Plan  Residents provide feedback on the Plan  Residents indicate their priorities for implementation and next steps.	Public online survey

Engagement activities, intended audience, marketing techniques, analysis methods, data limitations and results are described in this report, followed by an evaluation.

## 2 Implementation Feedback from Strategy Engagement

Engagement workshops in early 2020 for the development of the Strategy included questions about implementation. A detailed description of this engagement can be found in the [Closing the Loop Engagement Report](#). A summary of implementation feedback from those earlier workshops is included here because it informed the initial development of the Plan.

### 2.1 Working Group Workshop

The workshop took place on January 30th, 2020 at the Frances Morrison Central Library. The workshop included a review of the draft Strategy (including vision), and brainstorming ideas for implementation. Participants were emailed the draft Strategy including initial ideas for implementation in advance and invited to email additional comments. The workshop was attended by 14 people from the following organizations and City departments:

- Broadway Theatre
- City of Saskatoon, Community Development
- City of Saskatoon, Facilities
- City of Saskatoon, Recreation Services
- City of Saskatoon, Urban Design, Planning and Development
- Downtown Saskatoon Business Improvement District
- Meewasin
- On Purpose Leadership / Nutrien WinterShines
- Saskatoon Council on Aging
- Saskatoon Nordic Ski Club
- Tourism Saskatoon
- University of Saskatchewan
- Wanuskewin Heritage Park

#### 2.1.1 Analysis

Documentation of the written comments provided during the workshop and comments provided via email were compiled and shared with attendees for review with an invitation to provide additional comments.

Feedback specific to implementation was reviewed on a line-by-line basis to determine what could be considered in the initial development of the Plan.

#### 2.1.2 What We Heard

In small groups, participants were asked to make recommendations for implementing the Strategy. The following summarizes recommendations that were made.

- Plan for quick wins as well as long term (1 & 5 year)
- Recognize strong programs
- Continue identifying current resources and gaps for the City and community partners (including organizational capacity)
- Maintain and increase grant programs
- Continue website promotion of winter activities
- Focus and prioritize on snow removal and infrastructure

- Measure public's current attitudes toward winter
- Marketing and communications plan for promotion of WintercityYXE
- Resource Strategy adequately
- Community partners and current activities related to Strategy action items

## 2.2 Stakeholder Workshop

Key stakeholders who participated in earlier WintercityYXE engagement activities were invited to a stakeholder workshop to provide feedback on the draft Strategy. Participants could pick two Strategy themes (Winter Economy, Winter Culture and Life, Winter Design) to provide detailed feedback on, including recommendations for implementation. The Strategy was emailed in advance and participants were invited to email additional comments. The workshop took place on February 13, 2020 at Station 20 West.

A save the date email was sent to a list of 78 stakeholders from organizations who had participated in earlier engagement activities and to all the Community Associations. Individuals from the following organizations participated:

- Broadway Business Improvement District
- Briarwood Community Association
- Fatlanders Fat Tire Bikers
- Fédération des Francophones de Saskatoon
- Newcomer Information Centre
- Nutana Community Association
- Optimist Hill
- Oxbow Architecture
- Saskatoon Cycles
- Saskatoon Indigenous Cultural Centre
- Saskatoon Light Pollution Abatement
- Tourism Saskatoon
- University of Saskatchewan
- Wanuskewin Heritage Park

### 2.2.1 Analysis

Documentation of the written comments provided during the workshop and comments provided via email were compiled and shared with attendees for review with an invitation to provide additional comments.

Feedback specific to implementation was reviewed on a line-by-line basis to determine what could be considered in the initial development of the Plan.

### 2.2.2 What We Heard

The following summarizes recommendations that were made related to implementation.

- Need for communications and media strategy to promote winter
- Support for incentives
- Review and coordination of civic policies
- Infrastructure to support activities and other actions is critical (significance of transit)
- Learn from other cities

- Need for actions that support all ages
- Support for quick wins (grants and sharing information about winter activities)
- Suggested potential partners
- Support for the work of Community Associations
- Ideas for implementation (funding, bylaw changes, actions)
- Need to measure and evaluate outcomes

## 2.3 Data Limitations

The original engagement report included a detailed discussion of data limitations and responses. The following are data limitations specific to the Plan stage of the project.

*Table 3: Implementation Feedback from Strategy Engagement Data Limitations*

Limitation	Description
Changing Context	Feedback provided on next steps in early 2020 may have been different than feedback provided in a post-COVID context. This is why additional engagement with these groups on the draft Plan has been conducted.
Level of Detail	Early 2020 feedback included more detailed information about partners and current actions (such as specific activities) than has been included in the Plan. Rather than naming specific events and businesses, this stage in the project focuses on sectors and more general information. Details provided will be shared with appropriate groups for consideration as each action item advances.



### 3 Implementation Surveys

A draft Plan was shared with stakeholders and the public for feedback in 2 surveys in late 2020 and early 2021. An outline of what the surveys included, how they were promoted, data analysis, demographics, data limitations, and what we heard is included below. Detailed comments that were received regarding recommended next steps are included in the appendix to this report.

#### 3.1 Targeted Online Survey

A targeted online survey was shared with the Working Group and other key stakeholders. The survey was open from December 17th, 2020 until January 13th, 2021. It was extended until January 18th, 2021 to allow for more time for groups that were not contacted until late December / early January and due to the low response rate. We emailed the survey directly to 31 people, and it was forwarded to other organizations through the Combined Business Group and SPRP. Six people completed the survey, indicating a response rate of less than 10%.

The survey included detailed implementation information for each action item along with a series of questions. Implementation information included identifying current supports and partners, funding, evaluation criteria, and timelines associated with each action. Participants were asked:

- Did we miss any partners?
- Do you have any additional information we should consider while developing the implementation plan?
- Do you have any suggestions for supporting the implementation of the actions?

At the end of survey, participants were asked to prioritize up to 10 actions out of 25, and to provide a rationale for their prioritization.

It was estimated that the survey would take 1-2 hours to complete, as we asked for feedback on all 25 actions listed in the Winter City Strategy. Participants were able to skip any question or section(s) that they did not want to answer.

##### 3.1.1 Intended Audience

The survey was shared with the Working Group, participants of the February 13th, 2020 Stakeholder workshop, the SPRP and the Combined Business Group (an affiliation of 12 business organizations).

##### 3.1.2 Marketing Techniques

Emails were sent to the Working Group and other stakeholder in early December to provide an update on Take it Outside funding and winterized washroom funding and to let them know to expect an emailed online survey asking for feedback on the draft Plan. The survey was emailed to the Working Group and other stakeholders on December 17th, 2020. The Combined Business Group did not receive the survey until December 28th, 2020. There was also a delay in emailing the survey to SPRP because of known capacity challenges related to COVID and staff involvement in the Saskatoon Interagency Response to COVID-19. SPRP was emailed on January 7th, 2021 based on communication with the coordinator regarding priorities and holidays. The survey was extended until January 18th, 2021 and stakeholders were told they could also participate in a shorter public online survey later. Reminder emails sent to Working Group and other stakeholders on January 11th, 2021.

Because of the length of the survey, email invitations included options for stakeholders to provide feedback in different ways if they preferred (such as a phone discussion or virtual meeting).

### 3.1.3 Analysis

Feedback was reviewed on a line-by-line basis to determine what could be considered for the Plan. Comments were coded into themes. This report will be emailed to those that were invited to participate in the targeted online survey and shared on the WintercityYXE Engage Page.

### 3.1.4 Demographics/Participation

There were 6 participants; of those, 5 completed the demographic questions.

- Organization: 3 participants indicated completing the survey on behalf of organizations:
  - Saskatoon Nordic Ski Club
  - Winterruption Festival - Broadway Theatre
  - Nutana Community Association
- Age: participants were between the ages of 19 and 64, with most participants between the ages of 49 and 64.
- Neighbourhood: Nutana 2, City Park, South Nutana, Holiday Park
- Gender: 4 Women and 1 Man participated
- No one identified as an Indigenous person or a person who is a visible minority
- 1 participant identified as a person with a disability.

### 3.1.5 Data limitations

Data limitations are outlined in the table below.

Table 4: Targeted Online Survey Data Limitations

Limitation	Description
Low Participation	6 people completed the survey. This may have been due to low stakeholder capacity related to COVID-19 and the holidays. It also could have been because of the time required to complete the survey or because stakeholders felt they had already provided detailed feedback on implementation
Action items from the Strategy were not under review	Some feedback related to action items from the Strategy that were not under review at this stage of the project. This feedback will be considered when the Strategy undergoes a review.
Comments were too specific for the Plan	Some feedback related to partners, supports, and recommendations for next steps was too specific for this Plan. For example, the names of specific businesses or specific local events and activities. That feedback will be shared with those who are responsible for implementing specific action items. Recommended next steps have also been included in the Appendix to this report.
Time and expertise required for survey	We received feedback that the survey was difficult to complete because of the detail and time commitment. We received recommendations to make the survey easier for participants.

Limitation	Description
Survey evaluation error	The survey evaluation included two neutral options in the scale of agreement or disagreement with various statements. This error caused confusion for participants and was corrected in the public survey.
Need for options to indicate areas that respondents are unfamiliar with	One participant noted difficulty providing feedback on aspects where they had little knowledge. They recommended adding a not aware option. The prioritization question was changed to a ranking approach that included an “I don’t know” option. We also added a question to the public survey that asked about participant familiarity with the Plan.
Potential for COVID impacts on prioritization/ responses	Some answers noted COVID-19, which raised the question if answers would be different if there was not a pandemic. Because of this, we asked if COVID-19 impacted prioritization in the public survey.

### 3.1.6 What We Heard

The following summarizes the survey results.

#### 3.1.6.1 Feedback on Implementation Plan Summarized by Theme

Participants identified additional community partners and existing supports for strategy actions. Those additions have been incorporated into the Plan. The following includes summaries of the recommendations for next steps and additional comments that were provided. The summaries have been organized by Strategy theme (Winter Economy, Winter Life and Culture, and Winter Design). The tables also include additional feedback that was provided via email.

Table 5: Feedback Summary for Winter Economy Actions

Winter Economy
<ul style="list-style-type: none"> <li>• Promotion of Patios</li> <li>• Access to temporary equipment</li> <li>• Access to washrooms</li> <li>• Reduce red tape</li> <li>• Support for vulnerable populations</li> <li>• Consistent funding for WintercityYXE and consistent programming</li> <li>• Use lighting for street animation</li> </ul>

Table 6: Feedback Summary for Winter Life and Culture Actions

Winter Life and Culture
<ul style="list-style-type: none"> <li>• Update and consistent communications <ul style="list-style-type: none"> <li>- Guide to help make activities accessible for all (including languages)</li> <li>- Consider different perspectives</li> </ul> </li> <li>• Accessibility</li> <li>• Removal of financial barriers</li> <li>• Comments re taxi licensing – not related to WintercityYXE</li> </ul>

### Winter Life and Culture

- Support for biking
- Develop partnerships with corporate sponsors
- City should take leadership role:
  - for access to equipment for events
  - In developing partnerships
  - In kind support for events
- Use technology – e.g. App such as Food Truck map
- Develop partnerships to support temporary shelter / housing
- The importance of housing maintenance and safety for all housing
- Support services for those without abilities or with financial barriers
- Accessible warm up locations needed across the City
- Access to washrooms

Table 7: Feedback Summary for Winter Design Actions

### Winter Design

- Support for active transportation - secure bike parking
- Consider winter barriers for pedestrians related to safety
- Need to prioritize pedestrian recreational winter exercise and balance pedestrian needs with those of cyclists and other device operators
- Transit - Support for access transit, Snow clearing at bus stops, Locations of bus stops, Reliability of service
- Need for benches that are accessible to everyone, especially in major transportation areas
- Accessibility - Clearing of sidewalks / crosswalks, Sidewalk barriers, additional space needed to feel safe on pathways in winter
- Provide winter equipment
- Consider space for all seasons, not just winter
- Funding
- Human scale lighting and other lighting initiatives
- Communications
- Access to washrooms

#### 3.1.6.2 Action Prioritization

Participants were asked to select up to 10 Strategy actions out of 25 that they would prioritize for implementation. The top 8 choices are listed below, all other Strategy actions received one vote. 5 participants responded to this question.



Table 8: Top 8 Strategy Actions

Action	Votes
25. Plan for and invest in winterized washroom facilities	5
19. Ensure access to transit during inclement weather and more comfortable transit shelters	4
7. Support a variety of existing and new winter activities and events for all ages and abilities including the development of new ideas and concepts	3
8. Identify and work to reduce barriers to participating in indoor and outdoor activities and events.	3
9. Provide and promote a variety of transportation options for activities and events.	3
11. Build on Saskatoon's Cold Weather Strategy to develop a Winter Emergency Response Guide	3
14. Identify and work to address the needs of vulnerable populations during the winter months	3
20. Identify and address accessibility barriers for all modes of transportation in winter	3

### 3.1.6.3 Priority Rationale

Participants were asked to explain why they prioritized the actions that they did and if there were any actions that they would not prioritize. The following is a summary of responses.

- Overcome barriers to winter (knowledge and accessibility)
- Actions that benefit everyone
- Use existing facilities in creative/innovative ways
- Items where the City has not done very much
- Areas that are foundational
- Making sure a variety of actions are implemented
- Improve quality of life
- Community joy
- Essential human rights to safety
- Pandemic considerations for having event gatherings or restaurants as slightly less priorities
- Suggested evaluating effectiveness of Snow Angel Program before prioritizing

### 3.1.6.4 Additional Feedback

Participants were asked if they had any additional feedback. The following is a summary of responses.

- Need for funding for Implementation Plan
- Need to prioritize clearing of snow between transit stops and essential services
- COVID illustrated what essential services are
- Concern around community group capacity due to COVID
- Fundraising contributions for community groups and vulnerable population services

## 3.2 Public Online Survey

The public online survey was intended to provide residents with an opportunity to review the proposed content for the Plan and provide their feedback to the question “did we miss anything?” Changes in survey format were made based on feedback and observations from the targeted survey:

- An effort was made to shorten the survey and make participation possible for those unfamiliar with the Strategy or Plan
- Changes were made to the prioritization question
- A question was added about how COVID-19 impacted how participants prioritized actions
- Corrections were made to the evaluation question

The first part of the survey asked participants to review the Plan, or the section of the Plan that they were interested in and let us know if we missed anything. The second part of the survey asked about which actions should be prioritized and why. We estimated that the survey would take about 30 minutes to complete. Participants could skip questions and sections.

The online survey was available for from February 8th - February 22nd, 2021 and was primarily promoted on City social media. The survey was also shared with the Working Group and other stakeholders as a shorter alternative to the targeted survey and to promote through their networks.

Participants were invited to email the project team with questions or if they preferred to provide feedback in a different way. One participant emailed additional feedback, which has been included with the survey feedback.

### 3.2.1 Intended Audience

This was a public survey open to all residents of Saskatoon. Demographic questions were asked to see how representative survey participants were of Saskatoon residents.

73 individuals responded to the online survey. The number of responses is considered low when compared to other City of Saskatoon surveys. This may be due to the COVID-19 pandemic and the limited capacity of some stakeholders. It could also be due to the stage of the project. Many decisions have already been made as part of the Strategy development, and additional decisions will need to be made when individual action items are implemented.

### 3.2.2 Marketing Techniques

The online survey was promoted on the City social media channels (Facebook, Instagram, and Twitter), and through emails to stakeholders who had been contacted for the targeted survey encouraging participation and sharing. The survey was shared by Downtown Saskatoon, Nutrien WinterShines/On Purpose Events on their social media channels.

The first social media post on February 8th, 2021 was boosted to reach more people. It reached 15,349 people and resulted in 291 clicks on the provide link. An additional 5 posts were made on Facebook/Instagram and 6 on Twitter to share information about the survey with residents.

Sample posts from Facebook, Instagram, and Twitter are included in the figures below.

Figure 1: Sample Facebook/Instagram Post



Figure 2: Sample Twitter Post



### 3.2.3 Analysis

Feedback was reviewed on a line-by-line basis to determine what could be considered for the Plan. Comments were coded into themes. This report will be emailed to those that were invited to participate in the targeted online survey and shared on the WinterCityYXE Engage Page.

### 3.2.4 Demographics/ Participation

73 participants completed the survey. Optional demographic questions were included at the end of the survey to help us understand what perspectives we had heard from. Between 50 and 59 participants answered the demographic questions. A demographic question asking if participants

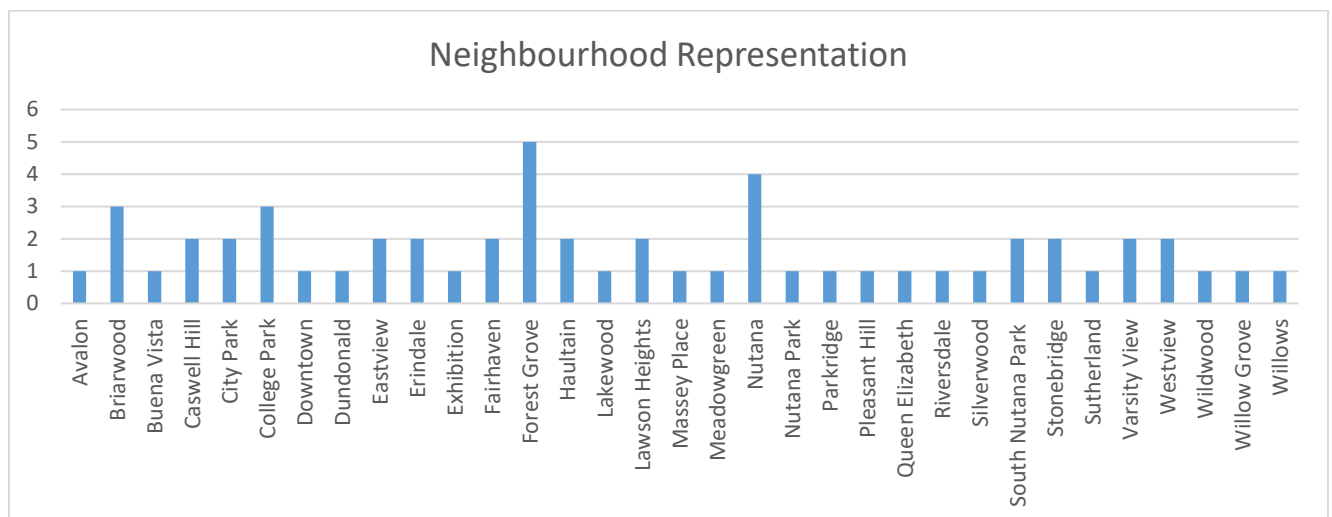
are renters was asked in response to more general feedback received that City Engagement often targets homeowners rather than renters.

Most participants completed the survey as individuals with only 5 completing the survey on behalf of a business or organization. There was an even split between male and female participants, with only one participant identifying as gender queer. Only one participant identified as Indigenous, and 6 participants identified as being visible minorities. 4 participants indicated that they are persons with disabilities. 10 participants identified as renters. Tables are included below showing the ages and neighbourhoods of participants.

Table 9: Participant Breakdown by Age

What is your age?		
Answer Choices	Responses	
Under 18	1.69%	1
18-34	27.12%	16
35-49	33.90%	20
50-64	27.12%	16
65-79	10.17%	6
Over 80	0.00%	0
	Answered	59
	Skipped	14

Figure 3: Participant Breakdown by Neighbourhood





### 3.2.5 Data Limitations

Data limitations are outlined in the table below.

Table 10: Public Survey Data Limitations

Data Limitation	Description
Comments were too specific for the Plan	Some feedback related to specific supports and partners could not be incorporated into the Plan because of the high level nature of the Plan. More specific feedback will be shared with those responsible for implementing specific actions.
Comments do not pertain to the project	Comments provided that pertain to other related City projects will be shared with the appropriate Administrative groups.
Limited number of respondents	73 people responded. While incorporating feedback where possible, the low response rates and gaps in perspectives means that survey data should be considered with other sources. Additional engagement will be conducted on specific action items as appropriate.
Language of actions in the prioritization list did not exactly match with how the actions were written in the Strategy and Plan	An effort was made to make the survey more accessible by including plain language for action items in the prioritization question. However, there is a chance that this may have changed how the actions were understood.
Survey format	Some participants indicated that the survey format was difficult to follow and understand. Based on feedback from the targeted survey we did not embed all the Plan information into the survey. However, this made it difficult for participants who had to shift between PDF documents and the survey. Recommendations were made by some participants to find additional ways (like videos) to share information about the Plan. Other participants recommended embedding the information into the survey. Balancing accessibility with ensuring participants can provide detailed feedback can be a challenge. Future engagement on action items could consider additional methods, such as videos and one-page summaries to share information.
Missing action items in one of the PDFs	The link in the survey to actions 16-25 opened a document that only had actions 16-19 for some participants. Although the complete Plan was included in a different document, this would have made participation more difficult. It is possible that some participants were not able to review action items 20-25 and that this could have influenced the feedback they provided.
Changes to the prioritization question made it difficult to compile with data from first surveys and to identify clear priorities	While changing the prioritization question was completed in response to feedback from the targeted survey, it meant that the data could not be combined. Although the approach provided more information about how participants felt about each action item, because there was not a limited amount of high priorities, the data was difficult for the project team to use. Only the feedback received through the public survey is provided in the Plan because of this change.
Insufficient publicity	Feedback on the survey evaluation noted that more should have been done to publicize the survey. This assessment is supported by the low response rates.

### 3.2.6 What We Heard

The following summarizes the survey results.

#### 3.2.6.1 Implementation Plan Feedback

Participants identified additional community partners and existing supports for strategy actions. Those additions have been incorporated into the Plan. The following includes summaries of the recommendations for next steps and additional comments that were provided. The summaries are organized by Strategy theme (Winter Economy, Winter Life and Culture, and Winter Design). The tables also include additional feedback that was provided via email. Each table is followed by the prioritization data for the Strategy actions for that theme. Participants were asked to rank each action item as a low, medium, or high priority.

Table 11: Winter Economy Feedback

Theme	# of Responses	Comment / Response Summary
No additions	14	- Pretty comprehensive
Strategy needs to focus on cold	1	- Section 5 is focused on snow but there doesn't seem to be a section focused on cold. Snow is enjoyable. Coping with the cold is the work.
Support for business opportunities	2	- More emphasis in support of private businesses that are undertaking winter city developments and projects - An effort should be made to promote business opportunities adjacent to winter recreation facilities.
Smoke Areas	1	- Smoke areas
Snow Removal	1	- Clean streets better
Support for snow as a resource research	1	
Advertise beyond the City	1	- Should advertise beyond the City to bring more people into City
Festival site	1	- Integrate new festival site
Example other cities	1	- Minneapolis and Oulu, Finland
Use the river	1	- Use riverside areas for recreational purposes
Events could support pop ups	1	

Figure 4: Winter Economy Action Prioritization

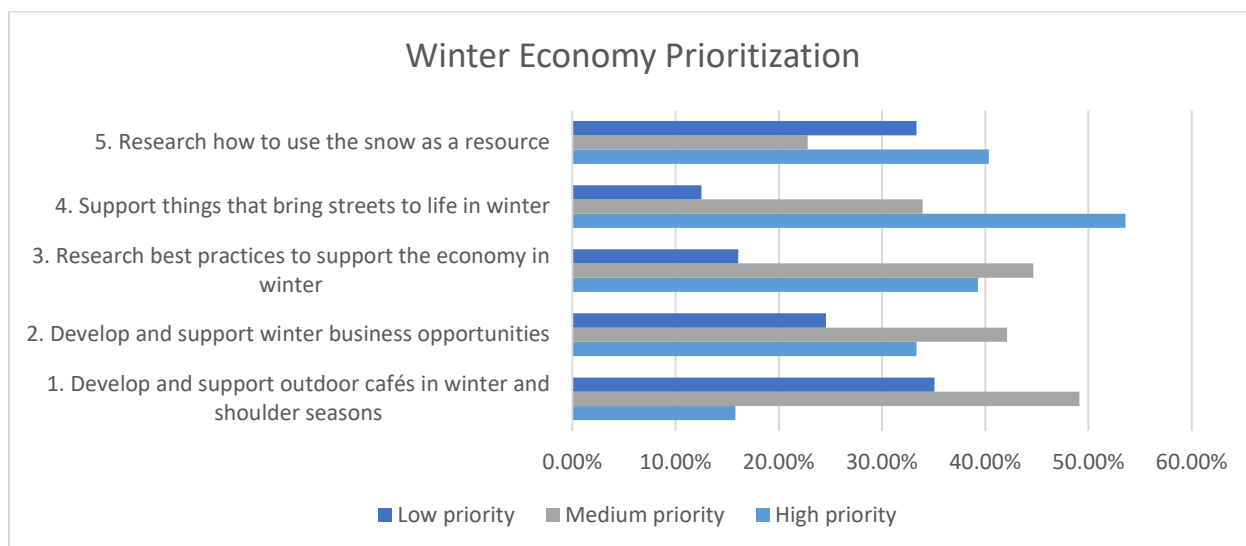


Table 12: Winter Life and Culture Feedback

Theme	# of Responses	Comment / Response Summary
No additions / Support	12	<ul style="list-style-type: none"> <li>- Great to have Cold Weather Strategy</li> <li>- Support for how to winter</li> </ul>
Additional partners	1	<ul style="list-style-type: none"> <li>- Saskatoon Public Library</li> </ul>
Support activities with winter amenities	2	<ul style="list-style-type: none"> <li>- Washrooms</li> <li>- Warm up shacks</li> </ul>
Festival site	1	<ul style="list-style-type: none"> <li>- Integrate new festival site</li> </ul>
Strategy needs to focus on cold	1	<ul style="list-style-type: none"> <li>- Not enough mention of cold</li> </ul>
Vulnerable population needs need to be prioritized over enjoyment	1	
Should be the same support as for summer festivals	1	
Lack of understanding	1	<ul style="list-style-type: none"> <li>- Do you mean activities and sport?</li> </ul>
Need to address infrastructure gaps	1	<ul style="list-style-type: none"> <li>- Washrooms, bike parking</li> </ul>
Lack of support for Administration	1	
Need for funding	1	<ul style="list-style-type: none"> <li>- Need to have sustained funding. Current funding doesn't provide for innovation, creativity and infrastructure enhancements</li> </ul>
More promotion / participation needed	1	
Specific events / activities should be mentioned in Strategy	1	<ul style="list-style-type: none"> <li>- Wintershines should be mentioned similar to Meewasin</li> <li>- Curling should be mentioned</li> </ul>
Critique of Strategy	1	<ul style="list-style-type: none"> <li>- Seems to be a lot of repetition. Too many actions leads to inaction</li> </ul>



Figure 5: Winter Life &amp; Culture Action Prioritization

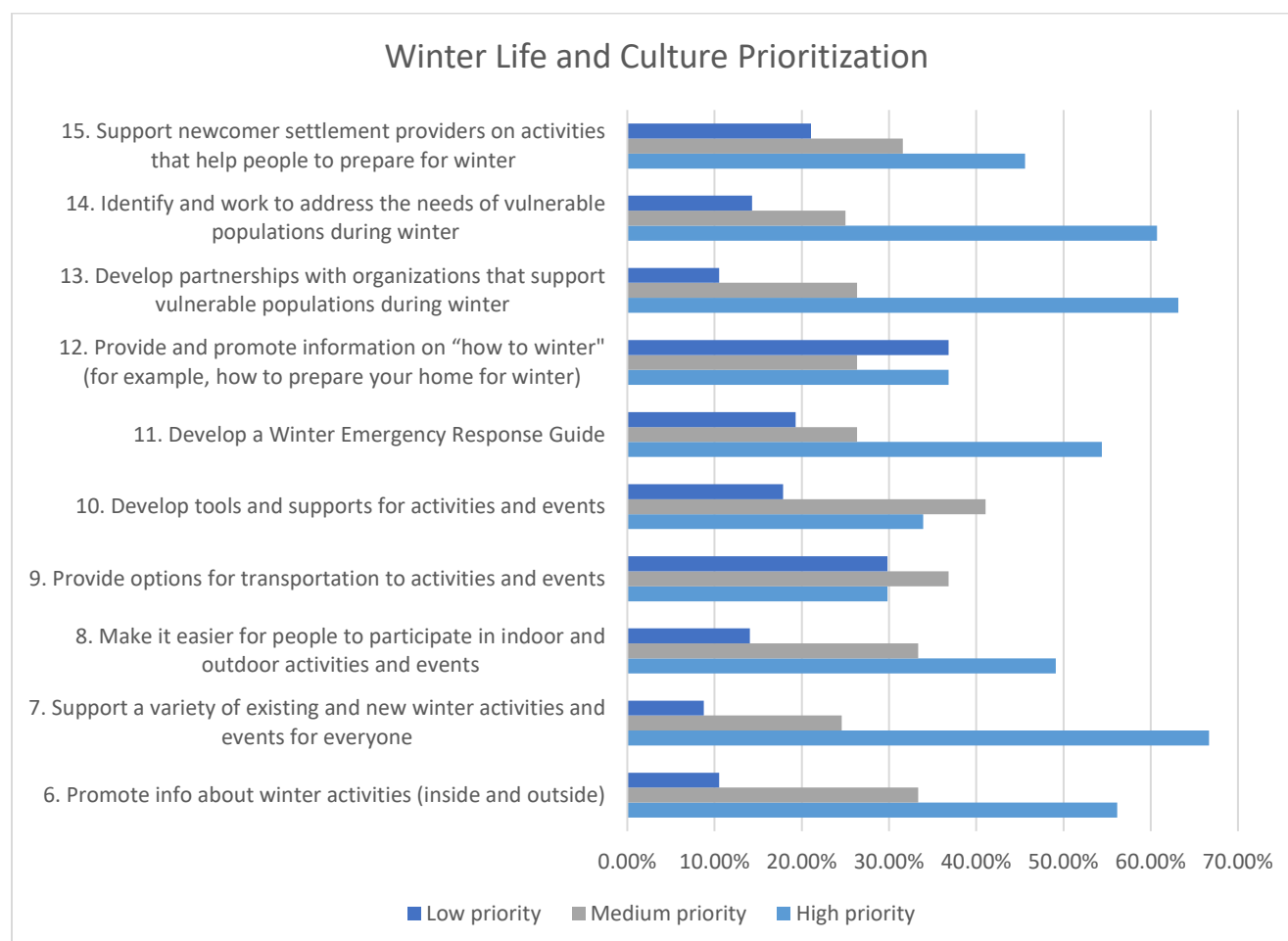
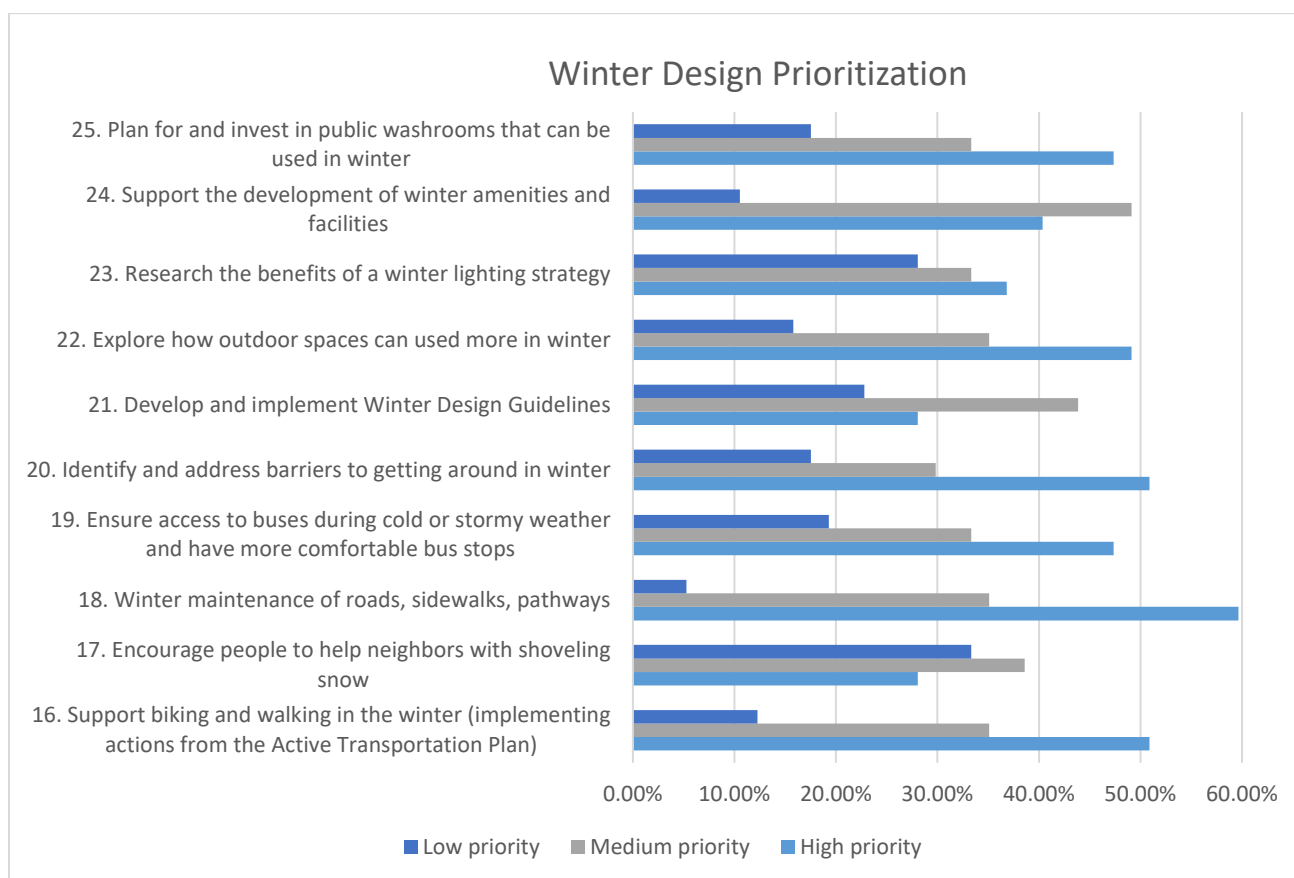


Table 13: Winter Design Feedback

Theme	# of Responses	Comment / Response Summary
No additions	10	
Strategy needs to focus on cold	2	<ul style="list-style-type: none"> <li>- Not enough mention of the cold</li> <li>- What if it doesn't snow</li> </ul>
Consider large scale amenities	1	<ul style="list-style-type: none"> <li>- E.g. Nordic Spa</li> </ul>
Prioritize washrooms differently	3	<ul style="list-style-type: none"> <li>- Kinsmen park should be prioritized as a destination, not Hampton / Evergreen</li> <li>- Meewasin</li> </ul>
Support for lighting work / Concern about safety in the dark	3	<ul style="list-style-type: none"> <li>- Consider lighting for trails</li> <li>- Need for Comprehensive &amp; Integrated Lighting Strategy</li> <li>- Role of light in a city after dark</li> </ul>
Install amenities in parks	1	<ul style="list-style-type: none"> <li>- Install fire pits, warm up shelters, winter breaks in park spaces</li> </ul>

Theme	# of Responses	Comment / Response Summary
Add partners	2	- Add winter fat biking - Add Sustainability Department
Example other cities	1	- Minneapolis and Oulu, Finland
Document link not working / document needs work	2	- Section 23 needs work
Multi-seasonal design	1	- Not just winter design
Transit needs to be reliable	1	
Support for snow angel program / snow clearing	1	
Support newcomers	1	

Figure 6: Winter Design Action Prioritization



### 3.2.6.2 Prioritization

The Plan indicates if each action was ranked as a low, medium, or high priority. The following lists the top five actions. Action items were ranked by assigning points to the number of high priority, medium priority, and low priority votes that they received. High priority votes were scored at 2 points, medium priority at 1 point, Not sure at 0 points, and low priority at -1 point.

Highest Priority Actions According to Ranking:

- 7. Support a variety of existing and new winter activities and events for all ages and abilities including the development of new ideas and concepts
- 18. Provide appropriate winter maintenance of roadways, sidewalks next to City properties, pathways, trails, active transportation infrastructure and at civic sites (18 and 7 received the same ranking)
- 13. Develop Partnerships with Organizations that Support Vulnerable Populations During Winter Months
- 6. Promote indoor and outdoor activities and events
- 14. Identify and work to address the needs of vulnerable populations during the winter months

#### Lowest Priority Actions According to Ranking:

- 1. Develop and support winter/shoulder–season outdoor cafés
- 17. Seek opportunities to expand the Snow Angel Program.
- 12. Provide and promote information to residents on “how to winter”, such as: • how to support vulnerable populations during winter months • how to host a winter event outside • home maintenance • winter safety • winter gear
- 9. Provide and promote a variety of transportation options for activities and events.
- 5. Research opportunities to use snow as a resource (e.g. minimize the need to store snow in a snow management facility)

It should be noted that actions 17, 12, and 9 included nearly equal participants ranking them as a low, medium and a high priority.

#### 3.2.6.3 Reasons for Prioritization

Participants were asked to explain why they prioritized actions as high priorities. The following table includes summary of responses.

Table 14: Reasons for Prioritization

Theme	# of Responses
Support for vulnerable populations / those in need	12
Saskatoon as a winter destination / get people outside / help people enjoy winter (remove barriers)	12
Support for safe and reliable transportation / active transportation - biking, walking / clear roads	9
Mental health, Safety	5
Economic benefit	2
Greatest impact / high priority for me	2
Comment by other means	1
Support winter amenities	1
Everything should be high priority	1

### 3.2.6.4 Impacts of COVID on Prioritization

Because some responses in the targeted online survey indicated that COVID-19 had impacted prioritization, a question was added to the public online survey that asked if COVID-19 had an impact on the actions that were prioritized. The feedback received is summarized below.

Table 15: Impacts of COVID-19 on Prioritization

Did COVID-19 Impact Prioritization?	# of Responses	Additional Comments
No	23	-No additional comments -Critique of question
Yes	11	-The importance of supporting vulnerable populations -The importance of mental and physical health and wellbeing
Somewhat	5	-The importance of getting outside more -The need to support others in getting outside or getting out of the house

### 3.2.6.5 Additional Feedback

Participants were asked if they had any additional feedback. The following is a summary of responses.

- Good work / excitement about the project
- Specific activities like curling, geocaching needs more support
- Snow pile playgrounds
- Include equity considerations
- All items in the plan are important
- Need to include Community Associations
- Media needs to do a better job
- Importance of mobility in winter- seen as City responsibility
- Community Associations in need of more partnerships or be better consulted
- Careful planning & funding is needed for each item
- Make sure that winter plans do not negatively impact summer function
- Winterized washrooms & warming structures would benefit everyone
- Get on with implementation
- Think about maximum impact when picking actions
- More attention to the cold aspect of winter
- Keeping the roads clear – important to facilitate getting out
- Concern about impact of patios to drivers
- Concern about who pays/ this is a waste of money



## 4 Evaluation

An evaluation of the targeted online survey and the public online survey is provided in this section. This includes both information from participant evaluation as well as an assessment by the project team. A detailed evaluation of the workshops in early 2020 for the development of the Strategy is included in the [Closing the Loop Engagement Report](#).

### 4.1 Participant Feedback

Participants of both the targeted online survey and the public online survey were asked to evaluate the engagement process by indicating their level of agreement with four statements. The statements were:

- The information was clear and understandable
- I was able to provide my opinion fully and completely
- I understand how my input will be used
- This was a valuable use of my time and energy

Over 50% of participants either agreed or strongly agreed with all of the evaluation questions. The most disagreement expressed related to understanding how input would be used. Participants not fully understanding how their feedback will be used is an issue with most City of Saskatoon Public Engagement activities, since Council is often the final decision maker.

The following figures illustrate the participant feedback on our engagement process:

Figure 7: Targeted Online Survey Evaluation

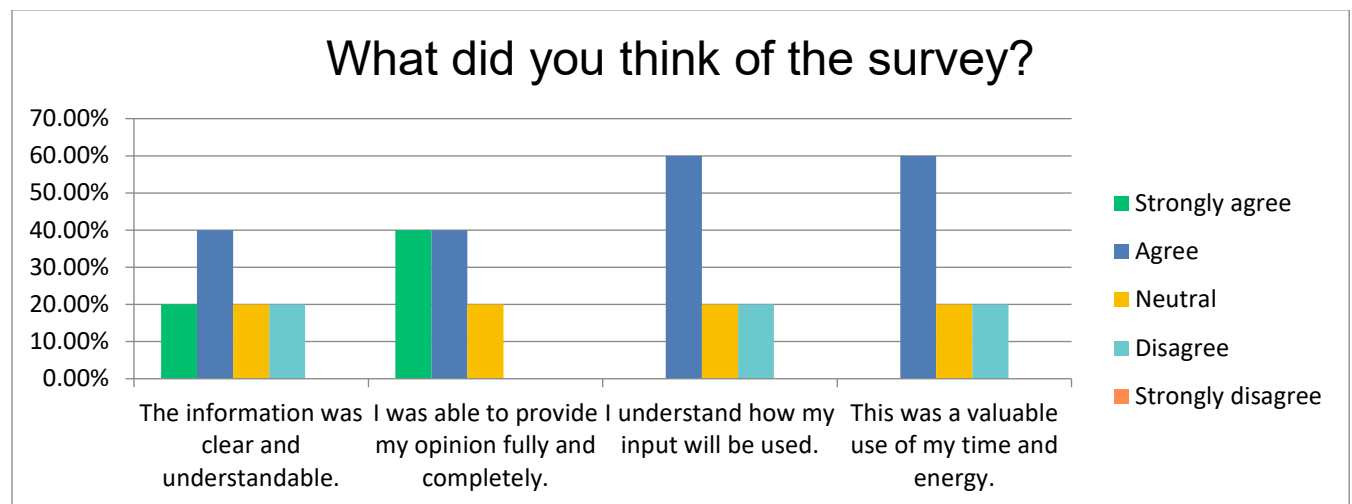
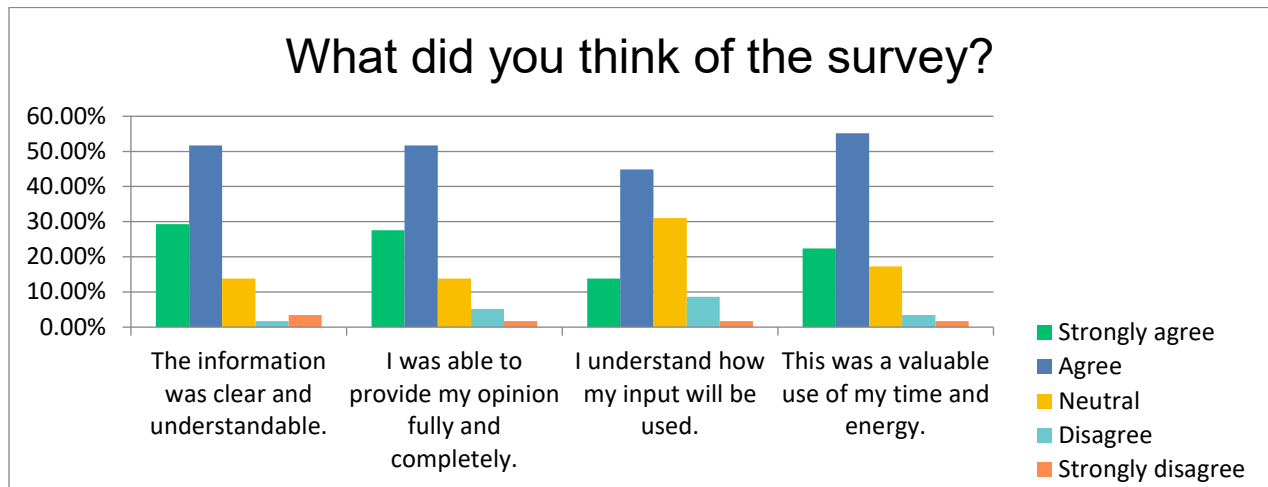


Figure 8: Public Online Survey Evaluation



Participants were also able to provide additional comments. Additional feedback from the targeted online survey included:

- The difficulty / amount of work it took to complete the survey
- Requests to break up the survey to make it easier to share and complete
- The error in having two neutral options in the evaluation question
- Adding an option to indicate “I don’t know”

Additional feedback from the public online survey included:

- Praise for the project
- Reiterating earlier comments about things to add to the Plan and priorities
- The need to fund the Plan
- That a lot of engagement has been done, but there has been little action.

## 4.2 Evaluation by Project Team

The evaluation by the Project Team is included in the table below.

Table 16: Plan Engagement Evaluation

Item Being Evaluated	Considerations in the Evaluation	Evaluation
Process and tools used to implement public engagement	Was the public engagement approach relevant and realistic for the stage of the decision-making process?	<p><u>Targeted Survey</u> A targeted detailed survey was identified as a more accessible option for virtual engagement as stakeholders could participate on their own timelines. Effort was made to provide other options to give feedback (phone calls, texts, emails, or the shorter public survey). The low response rate of 6 participants indicates that there were some problems with the approach or a lack of stakeholder interest at this stage of the project.</p> <p><u>Online Survey</u> The online survey provided the public an opportunity to provide input on the draft Plan content. The survey also provided opportunities for people who did not have knowledge of the project to provide feedback.</p>
Involvement from Stakeholders	Were we able to get the degree of attention needed from the stakeholders?	<p><u>Targeted Survey</u> Participation was low, this could relate to stakeholder capacity, the approach, or the stage of the project.</p> <p><u>Online Survey</u> The online survey was promoted using social media and emails to the Working Group and other stakeholders. It had lower participation rates than other recent City surveys. This may relate to COVID-19 related capacity concerns that are unique to WintercityYXE stakeholders (like health, tourism, SPRP), and the stage of the project.</p>

Item Being Evaluated	Considerations in the Evaluation	Evaluation
Involvement from Stakeholders	Did we involve the individuals and groups who had a stake in the process?	<p><u>Targeted Survey</u> We emailed the stakeholders involved in closing the loop. Although participation rates were low, feedback was quite positive in both email responses and survey responses.</p> <p><u>Online Survey</u> It had significantly lower participation rates than other recent City surveys. This may relate to COVID related capacity concerns that are unique to WintercityYXE stakeholders (like health, tourism, SPRP), or the stage of the project.</p>
	Did the engagement process meet stakeholder needs? Did we use effective techniques?	<p><u>Targeted Survey</u> Only 6 people completed the survey. Feedback indicated that the survey was difficult/ time consuming. An effort was made to make the survey process easier and shorter for the public survey.</p> <p><u>Online Survey</u> Stakeholders were given the opportunity to provide comments on the format of the online survey. Some stakeholders found the online survey to be difficult to follow due to the need to read a PDF before/remember info or have two screens open. This may have been related to the devices and or software that was being used.</p> <p>The process for both surveys was as effective as any virtual technique would be for this stage in the project at this time.</p>
Results of the public engagement process	Were our decisions influenced by the stakeholder input?	Where possible. Feedback that was too detailed for this type of plan will be shared with the appropriate group responsible for implementing the action.
	Did we involve the stakeholders at the proper level?	Yes, significant engagement was done on the Strategy that informed the draft Plan. Stakeholders and the public were able to provide additional feedback on the Plan during this engagement.
	Did the engagement process justify the resources spent?	The turnout was low compared to other recent City of Saskatoon surveys, potentially related to COVID-19. Also, a significant amount of community input had already been gathered. Participants have also indicated that they are ready for actions to be implemented.



## 5 Next Steps

No further engagement is planned to inform the development of the Plan. The finalized Plan will be presented to the Planning, Development and Community Services Committee for consideration in May 2021.

During implementation of individual actions, approval by Committee and/or Council will be sought as required to allocate funding through the budget process or for policy/program implementation. Additional engagement may be required for implementing individual actions.

## Appendix A: Detailed Recommendations for Next Steps from Engagement Activities

The following tables are lists of recommendations provided during the engagement process. Implementation of some recommendations may not be possible due to financial / resource constraints, legal requirements, or other reasons. Recommendations will be forwarded to the appropriate City departments for consideration in their business planning.

Table 17: Detailed Recommendations for Winter Economy Next Steps

Winter Economy		
Actions	Recommended Next Steps Provided by Stakeholders	Themes
Develop and support winter / shoulder – season outdoor cafes	<ul style="list-style-type: none"> <li>• Waive fee, reduce different rules / incentives for winter</li> <li>• Improving access – transit, sidewalks, light, parking</li> <li>• Infrastructure to support these activities is critical</li> <li>• Create a pedestrian street downtown (21st?) streetscaped with warm up stations, decorations to make a good winter shopping experience</li> <li>• Community groups could help animate the space</li> <li>• Rental / borrow temporary equipment so businesses can try out the concept</li> <li>• Don't have a maximum number of patios</li> <li>• Provide promotion support</li> </ul>	<ul style="list-style-type: none"> <li>• Provide financial incentives</li> <li>• Make infrastructure improvements / provide equipment support</li> <li>• Work with partners / community groups</li> <li>• Provide promotional support</li> </ul>
Develop and support seasonal / pop up winter business opportunities	<ul style="list-style-type: none"> <li>• Concession – winter grant?</li> <li>• Extend transit hours – festivals, Winterruption,               <ul style="list-style-type: none"> <li>◦ early / late – impact on winter lens</li> </ul> </li> <li>• Buses to Kona, Optimist Hill</li> <li>• Make more affordable</li> <li>• More opportunities for outdoor enterprises like Optimist Hill but not removing existing green space</li> <li>• Food truck incentives</li> <li>• Promote business opportunities adjacent to winter recreation facilities.</li> <li>• Integrate with the planned festival site</li> </ul>	<ul style="list-style-type: none"> <li>• Provide financial incentives</li> <li>• Provide promotional support</li> <li>• Leverage existing events and activities</li> <li>• Safety concerns</li> <li>• Provide transportation support</li> </ul>

Winter Economy		
Actions	Recommended Next Steps Provided by Stakeholders	Themes
	<ul style="list-style-type: none"> <li>• Make it safe to go out in the dark. People will come downtown if it is lighted, safe and there are winter vendors to visit.</li> <li>• Festivals such as WinterShines could serve as great opportunities for pop up stores and vendors</li> <li>• Wildwood and Holiday Park have heated buildings that could be leased in the winter for coffee shops</li> <li>• Access to washrooms</li> <li>• Provide promotion support</li> <li>• Provide long term funding to support</li> <li>• Reduce red tape / regulations</li> <li>• Provide support for vulnerable people by encouraging people to bring winter gear they no longer need</li> <li>• Make sure if parks are animated, it does not displace vulnerable people</li> <li>• Opportunities at winter festivals like WinterShines</li> <li>• Have coffee shops / warm up buildings at parks / golf courses</li> </ul>	
Research best practices for winter economic opportunities	<ul style="list-style-type: none"> <li>• Influence media</li> <li>• Local contests               <ul style="list-style-type: none"> <li>◦ Win night at Wanuskewin</li> </ul> </li> <li>• Outdoor rinks</li> <li>• Access to washrooms and water</li> <li>• Support existing activities that happen in summer for winter</li> <li>• Do alongside the activities listed above</li> <li>• Bring tourists to Saskatoon from other places</li> <li>• Utilize the river. Put in skid trails, bike trails, warm up huts. Use the snow piles for ski hills. Build snow mazes.</li> <li>• Consider the cold, not just snow.</li> <li>• Explore learnings from other places / winter city conferences</li> <li>• Use phone interviews / online data gathering</li> <li>• Provide training and incentives for marginalized equity groups with reduced capacity to support balanced development</li> <li>• Consider equitable inclusions and supports</li> </ul>	<ul style="list-style-type: none"> <li>• Provide promotional support</li> <li>• Leverage existing events and activities (including summer activities and events)</li> <li>• Make infrastructure improvements</li> <li>• Research other places</li> <li>• Equity / inclusion</li> </ul>

Winter Economy		
Actions	Recommended Next Steps Provided by Stakeholders	Themes
	<ul style="list-style-type: none"> <li>Consider the cold (not just the snow)</li> <li>Event inclusion (free / discounted opportunities)</li> <li>Support bringing people from outside town into the City</li> </ul>	
Support activities that animate winter street life	<ul style="list-style-type: none"> <li>Using darkness as an asset</li> <li>Public art located in key winter activity areas</li> <li>Public art could look like in winter</li> <li>Knowledge               <ul style="list-style-type: none"> <li>data about where to go in winter</li> <li>story telling</li> </ul> </li> <li>Outdoor amphitheatres in each BID</li> <li>Get the big ice sculpture from Edmonton</li> <li>Provide smoke areas</li> <li>Provide consistent programing and funding (e.g. have ice sculptures every year)</li> <li>Ensure pedestrians are a priority / pedestrian microclimate</li> <li>Improve bus service / shelters</li> <li>Have open street plans</li> <li>Create opportunities to gather in parks</li> <li>Encourage the use of seasonal decorations / winter décor</li> </ul>	<ul style="list-style-type: none"> <li>Consider darkness in winter</li> <li>Support public art</li> <li>Build on existing knowledge and stories</li> <li>Research other places</li> <li>Make infrastructure improvements / Service improvements</li> <li>Pedestrian priority</li> <li>Provide adequate funding</li> </ul>
Research opportunities to use snow as a resource (eg. minimize the need to store snow in a snow management facility)	<ul style="list-style-type: none"> <li>Play snow piles</li> <li>Confirm if bylaws allowed</li> <li>Identify what is snow – contaminants</li> <li>BMX course – winter riding</li> <li>Map out options</li> <li>Park each neighbourhood</li> <li>Maintenance requirements</li> <li>One year we had a huge snow stage down at the Shakespeare site. And winter NYE events at Midtown</li> <li>Investigate opportunities to use snow that has been removed for other recreation opportunities</li> <li>Look at what other municipalities have done / Winter Cities Institute</li> </ul>	<ul style="list-style-type: none"> <li>Research other places</li> <li>Consider regulatory / maintenance requirements</li> <li>Safety concerns</li> <li>Build on existing activities</li> <li>Provide promotional support</li> <li>Get community input</li> </ul>



Winter Economy		
Actions	Recommended Next Steps Provided by Stakeholders	Themes
	<ul style="list-style-type: none"> <li>• Have a snow-reuse contest</li> <li>• Use snow as insulation for spring storage of food / cooling for exercise facilities</li> <li>• Drainage for spring melt</li> <li>• Use the river</li> </ul>	

Table 18: Detailed Recommendations for Winter Life and Culture Next Steps

Winter Life and Culture		
Actions	Recommended Next Steps	Themes
All	<ul style="list-style-type: none"> <li>• Include everyday life</li> <li>• We need to let loose on creativity / change mindset</li> <li>• Focus on everyday life – pedestrian focused street with heating shelters and places to gather</li> <li>• Look at champions in the community, people who are embracing winter and enjoy it even if they didn't think they would. All age/skill levels</li> <li>• Look at the cities that are doing winter right.</li> <li>• There could be a campaign that would focus on those people that don't like winter. The idea is that it is not that bad – use social channels – allow people to tell their story – there could be some connection with tourism – dog walkers tend to be the biggest winter walkers in the city.</li> <li>• Social media, website, promote what is already happening</li> </ul>	<ul style="list-style-type: none"> <li>• Be creative</li> <li>• Consider everyday life</li> <li>• Research other places</li> <li>• Get community input / involvement</li> <li>• Provide promotional support</li> </ul>
Promote indoor and outdoor activities and events	<ul style="list-style-type: none"> <li>• Less attention should be given to one day events like Ice Cycles and more emphasis on supporting winter cycling all year.</li> <li>• Promotion and communication               <ul style="list-style-type: none"> <li>○ Small groups really need help with sharing the event to the public</li> <li>○ Update website</li> <li>○ Share information with Community Associations</li> <li>○ Public awareness campaign – similar to Participaction</li> </ul> </li> <li>• Education side:               <ul style="list-style-type: none"> <li>○ How First Nations people were organized for Winter</li> <li>○ How pioneers adapted to the cold Prairie condition</li> </ul> </li> <li>• Programs City has done for number of years are unknown to many at the table. Even though it has been promoted on the Wintercity webpage</li> <li>• Promote winter amenities like winterized washrooms</li> </ul>	<ul style="list-style-type: none"> <li>• Provide promotional support</li> <li>• Build on existing knowledge and stories</li> <li>• Provide winter amenities</li> </ul>

Winter Life and Culture		
Actions	Recommended Next Steps	Themes
Support a variety of existing and new winter activities and events for all ages and abilities including the development of new ideas and concepts	<ul style="list-style-type: none"> <li>• Grants are very important, keep that up</li> <li>• Look at sponsorship opportunities / provide in-kind funding (e.g. policing, washrooms, etc.)</li> <li>• Ensure transit access to activities / events</li> <li>• Provide subsidies for low income families</li> <li>• Maintain accessibility to events / activities</li> <li>• Support curling</li> <li>• Need more destination locations; Leisure land could be turned into an amazing destination location with skating in an oval and winter camping.</li> <li>• There are many places and events that cater to young kids and the elderly but not teenagers. Besides formalized sports there is a gap in the number of activities available for this age group.</li> <li>• Reoccurring winter events need to offer variety and creativity. WinterShines seems boring whereas Winterruption is something to look forward to. The city needs to see what the return on investment is into these events. Is it worth it?</li> <li>• Indoor theme events such as craft fairs</li> <li>• An example of a huge snowman was an example. WinterShines has the same ice sculptures</li> <li>• There are many activities that we do in the summer that we could do in the winter. Example –go for ice cream in the summer, maybe in the winter eat waffles outside <ul style="list-style-type: none"> <li>○ There is a lot of pressure in the summer to be outdoors and active, whereas in the winter there is the opportunity embrace coziness – this is a time where we can play indoors games.</li> </ul> </li> <li>• Empty store spaces could be made into activities spaces. This could be the future of malls.</li> <li>• Encourage the groups that have summer workouts outside to do winter workouts outside. Champion could be Brainsport because they run outside all year</li> </ul>	<ul style="list-style-type: none"> <li>• Provide financial support / sponsorship</li> <li>• Make infrastructure improvements / Service improvements</li> <li>• Support low income / vulnerable people</li> <li>• Support specific activities and events</li> <li>• Support all ages and mobilities</li> <li>• Encourage creativity / new activities and events</li> <li>• Support community associations</li> <li>• Cultural activities and events</li> </ul>

Winter Life and Culture		
Actions	Recommended Next Steps	Themes
	<ul style="list-style-type: none"> <li>○ Community Associations find it difficult to provide skating opportunities within their neighbourhood. Ice on ponds is very unpredictable. Some neighbourhoods find it hard to find the available open space needed for an ice rink. More city support is needed for the winter activities that last longer than some of the summer sports like baseball.</li> <li>○ Work to support existing community organizations to support winter focused activities</li> <li>• Develop a publication to support community groups on how to make events / activities accessible</li> <li>• Leisure Centers and libraries should have outdoor programming</li> <li>• The playground summer programs offered by the City could extended into the winter months on the weekends.</li> <li>• Festivals aren't a substitute for safety / snow clearing</li> <li>• Don't put a festival on if I can't get to</li> <li>• Can City provide / coordinate to bring community and businesses together on New Years Eve and Family Day? Just two events per year – seed money and coordination support</li> <li>• Transportation extended hours – winter festival / winter activities</li> <li>• Work in partnership with groups such as Optimist Club to develop permanent infrastructure useable for winter festivals as well as other festivals (e.g. Fort Garry in Wpg – Fort can be used year-round and is a good education tool)</li> <li>• Can the City do something with Glow – a great event can we include – Prairieland Park, glow organizers, Optimist Hill</li> <li>• City should just give the funds/ budgets to the groups that are doing the events / programming</li> <li>• Family friendly events</li> <li>• Intercultural aspects of events – include diverse – people, perspectives, stories, art</li> <li>• Folkfest 2.0</li> </ul>	



Winter Life and Culture		
Actions	Recommended Next Steps	Themes
	<ul style="list-style-type: none"> <li>• Virtual exploration of locations only reached by bike.</li> <li>• Provide more funding to support innovation, creativity and infrastructure enhancements</li> <li>• Integrate with planned festival site</li> <li>• Expand existing Meewasin skating area</li> <li>• Adequate funding – current funds don't allow for innovation</li> <li>• Plan should mention specific events</li> <li>• Promote geocaching</li> <li>• Hooker warm up shacks</li> <li>• Support programming with library</li> </ul>	
Identify and work to reduce barriers to participating in indoor and outdoor activities and events.	<ul style="list-style-type: none"> <li>• The event locations should be someone where it is easy to walk to or take the bus.</li> <li>• Busing hours later in winter, busing to festivals               <ul style="list-style-type: none"> <li>◦ Safety, shift workers, students</li> </ul> </li> <li>• BRT may be a barrier to the accessibility of current and future programming because buses do not go to current facilities like Leisure Centres, Remail Modern, Wonderhub</li> <li>• Not all barriers are financial – e.g. equipment storage, access to transit</li> <li>• Apply lens of poverty, disability, single parenting, multigenerational families, aging, post secondary students, multiculturalism</li> <li>• Access to donated clean used winter gear</li> <li>• Provide free activities</li> <li>• Support community sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Make infrastructure improvements / Service improvements</li> <li>• Equity / inclusion</li> <li>• Provide financial support</li> </ul>
Provide and promote a variety of transportation options for activities and events.	<ul style="list-style-type: none"> <li>• Education on how to use transit, providing both paper and electronic options</li> <li>• Provide secure bike parking / better funding for bike parking</li> <li>• Accessible drop off zones</li> <li>• Maintain accessible walkways through parking lots / event area</li> <li>• Taxi/ Uber</li> <li>• Don't prioritize cars</li> </ul>	<ul style="list-style-type: none"> <li>• Promote options for getting around</li> <li>• Bike parking</li> <li>• Accessibility</li> <li>• Creativity</li> </ul>

Winter Life and Culture		
Actions	Recommended Next Steps	Themes
	<ul style="list-style-type: none"> <li>Have free plastic hauling toboggans with businesses branded for vulnerable populations</li> </ul>	
Develop mobile event supports to provide organizers for winter activities and events access to tools that can support their activity or event.	<ul style="list-style-type: none"> <li>Mobile event support – warm up huts, fire pits, maybe other things that are used in the summer could be available</li> <li>Equipment that can be borrowed from City – community event kit</li> <li>Warm up shacks?</li> <li>Find corporate sponsors</li> <li>City should take a leadership role - First aid station, accessible washrooms, hand sanitizer stations, heat lamps, wind barriers, warmup tent that's age friendly, garbage and recycle bins, benches, chairs, tables, sign stands, sound system</li> <li>Develop an App to support this</li> </ul>	<ul style="list-style-type: none"> <li>Re-use support from summer events in winter</li> <li>Consider rental program / in kind support from City</li> <li>Sponsorship</li> <li>Promote options</li> </ul>
Build on Saskatoon's Cold Weather Strategy to develop a Winter Emergency Response Guide.	<ul style="list-style-type: none"> <li>Warm clothes drop off at community spaces</li> <li>Tiny Home project to help homeless people</li> <li>Install winter safety reps at all winter festivals inc. donation bin for warm up cloths and warm up locations.</li> <li>Warm up locations map and transit, big and small</li> <li>Engage public and faith groups in donating supplies</li> <li>Include community groups that provide temporary shelter</li> <li>Value safety and stability of winter gear</li> </ul>	<ul style="list-style-type: none"> <li>Winter clothing</li> <li>Warm up locations</li> </ul>
Provide and promote information to residents on "how to winter", such as: <ul style="list-style-type: none"> <li>how to support vulnerable populations during winter months</li> <li>how to host a winter event outside</li> </ul>	<ul style="list-style-type: none"> <li>"Winning in winter" – ways for people to share how they are winning in winter</li> <li>Collection sites for winter clothes for people in need</li> <li>Donation bins / City of Saskatoon Staff</li> <li>Have corporate sponsors stock needed items</li> <li>Provide guides in other languages</li> <li>Maintenance tips for households – also from the perspective of the tenant</li> <li>Traffic visibility for pedestrians in winter darkness</li> <li>City needs to take an active role in support organizations who do this work</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorship</li> <li>Equity / inclusion</li> <li>Partnership support</li> </ul>

Winter Life and Culture		
Actions	Recommended Next Steps	Themes
<ul style="list-style-type: none"> <li>• home maintenance</li> <li>• winter safety</li> <li>• winter gear</li> </ul>	<ul style="list-style-type: none"> <li>• Snow clearing</li> </ul>	
Develop partnerships with organizations that support vulnerable populations during winter months.	<ul style="list-style-type: none"> <li>• Provide opportunities for low-cost/no-cost winter activities to those who face systemic barriers to participation.</li> <li>• Access to washrooms</li> <li>• Provide transit alternatives</li> <li>• Provide warm up clothing</li> <li>• Need robust strategies to support vulnerable populations</li> </ul>	<ul style="list-style-type: none"> <li>• Provide financial support</li> <li>• Make infrastructure improvements / Service improvements</li> <li>• Develop strategies for support</li> </ul>
Identify and work to address the needs of vulnerable populations during the winter months.	<ul style="list-style-type: none"> <li>• Newcomers have to learn how to dress for the weather, we have had a long time to learn how to dress appropriate to stay warm.</li> <li>• Provide public washroom access and laundry services - Partner with construction / developers / architects to sponsor washroom solutions</li> <li>• More important than winter events / enjoyment in winter</li> <li>• CO2 detector installation, maintenance, and replacement for all sizes and ages of housing, and community supports and services for those without abilities or financial barriers</li> <li>• A lack of neutral seated benches in public access lobbies indoor of building/ retail/restaurants, along major transportation areas like 8th St for pedestrians.</li> <li>• Superstore lobby bench has been one of the few lobbies indoors along 8th Street that is not restricted for customers only, and happens to be open long hours every day.</li> <li>• More indoor warmup spots are needed in various locations for discreet resting in winter especially, to prevent cold damage, and to succeed in reaching destinations throughout the city</li> </ul>	<ul style="list-style-type: none"> <li>• Education for newcomers</li> <li>• Make infrastructure improvements / Service improvements</li> <li>• Prioritization</li> </ul>

Winter Life and Culture		
Actions	Recommended Next Steps	Themes
Support newcomer settlement providers on winter preparedness initiatives.	<ul style="list-style-type: none"> <li>• Newcomers have to learn how to dress for the weather, we have had a long time to learn how to dress appropriate to stay warm / provide education</li> <li>• Translate resource guides</li> <li>• Provide winter gear for shut ins / support vulnerable populations</li> <li>• Provide housing maintenance tips</li> <li>• Provide workshops and lending programs</li> </ul>	<ul style="list-style-type: none"> <li>• Education for newcomers / language</li> <li>• Winter gear and maintenance</li> </ul>

Table 19: Detailed Recommendations for Winter Design Next Steps

Winter Design		
Actions	Recommended Next Steps	Themes
<p>Support actions identified in the Active Transportation Plan.</p> <p>a. Explore opportunities for winter-based active transportation including multi-modal transportation (bike/bus/walk).</p> <p>b. Address the need for all season end-of-trip bicycle facilities.</p> <p>c. Design, designate and prioritize a winter cycling network for snow removal.</p>	<ul style="list-style-type: none"> <li>Issues               <ul style="list-style-type: none"> <li>Cycling bylaws prohibiting bikes on sidewalks that are older than 14 yrs old</li> <li>Rutted sidewalks / impossible streets</li> <li>Bylaws aren't enforceable</li> <li>1 m passing distance</li> <li>No infrastructure to support bylaws / council admin not thinking clearly</li> </ul> </li> <li>Nutana has a lot of street face that don't have sidewalks</li> <li>Bikes ok on sidewalk if safe for people</li> <li>Accessibility / safety</li> <li>Moving around all year round, not just in winter</li> <li>Car driver priority over pedestrian</li> <li>Wheelchair accessibility to push cross walk beg button</li> <li>City should have motion sensors for visually impaired – but you need to know where the button is.</li> <li>Cars could physically go up berm to show peds are priority</li> <li>Traffic report for cycling routes</li> <li>Saskatoon cycles has limited funds – can partner with others? Ie Tourism Saskatoon requires you to be a member. No money to be a member</li> <li>To support safe winter cycling offer a studded tire rebate like Banff does. The data collected from the number of rebates will help support cycling trends in Saskatoon</li> <li>Research options for snow removal               <ul style="list-style-type: none"> <li>Bottom of bridges – if melts and freezes run its' glare ice and dangerous</li> <li>Prioritize snow removal for cycling / walking paths</li> </ul> </li> <li>COS needs to up the game and change the attitude</li> <li>Bicycles and use of sidewalks – should share bw pedestrians and cyclists – paint a line</li> </ul>	<ul style="list-style-type: none"> <li>Make infrastructure improvements / Service improvements</li> <li>Accessibility</li> <li>Safety</li> <li>Prioritize and expand options for bicycles</li> <li>Research other places</li> </ul>



Winter Design		
Actions	Recommended Next Steps	Themes
	<ul style="list-style-type: none"> <li>• Good but bicycle parking is necessary once we have more people cycling – encourage people cycling by building good cycling lanes network first</li> <li>• Isolated trail provides safety</li> <li>• Accessible crossings</li> <li>• Need secure storage for bicycles</li> <li>• Need reliable bus service</li> <li>• Allow fat bikes on buses</li> <li>• Look to other cities</li> <li>• Get bikes off the streets and onto trails</li> <li>• Expand winter biking opportunities on trails. Provide safety sessions</li> <li>• Winter barriers for pedestrians include less hearing and significantly reduced range of hearing, due to winter parka hoods, often layered with hoods for active walking on the trail. This cold weather headgear further blocks out subtle sound from behind of speeding individuals using devices that are often quieter on snow, than in the summer and nearly impossible to anticipate for pedestrians focused ahead</li> <li>• Safe pedestrian recreational winter exercise for all ages must be prioritized, especially the right to hold hands of a child, and leave room to support another when supporting those ordered outside for disability needs, with low vision, hearing impairment, or balance needs in winter too. Ideally shared and safe pathways require keeping much more space, and requiring a stop to request passing in advance, rather than assuming the right to pass another and the right to choose the amount of space to take when passing, and the right to speed when passing anyone.</li> </ul>	

Winter Design		
Actions	Recommended Next Steps	Themes
Seek opportunities to expand the Snow Angel Program.	<ul style="list-style-type: none"> <li>• Need to know how many block faces are cleared</li> <li>• Show data – need a way to get the data</li> <li>• Have a party for winter shovelers</li> <li>• Nutana notable neighbours – nominate a neighbour who goes above and beyond</li> <li>• Media – reminder people to shovel or to celebrate – needs to be a partner</li> <li>• Clearing sidewalks – does COS have data to show how often people are clearing the sidewalks? How good are they are policing the property owners? Can COS keep track of how well ppl clear?</li> <li>• Low income aging neighbourhoods don't have capacity for snow clearing leaving them less accessible</li> </ul>	<ul style="list-style-type: none"> <li>• Data collection</li> <li>• Celebrate snow angels</li> <li>• Equity / inclusion</li> </ul>
Provide appropriate winter maintenance of roadways, sidewalks next to City properties, pathways, trails, active transportation infrastructure and at civic sites.	<ul style="list-style-type: none"> <li>• Some pathways get plowed, some don't</li> <li>• Could COS create a policy to make sure the trails plowed? <ul style="list-style-type: none"> <li>◦ COS told those trails aren't hard surfaced they likely won't be cleared (Parks)</li> </ul> </li> <li>• Individual reps are responsible for clearing residential sidewalks – could be city responsibility for clearing sidewalks, not just roads</li> <li>• City should do all snow clearing</li> <li>• How does Saskatoon compare to other cities eg. Montreal <ul style="list-style-type: none"> <li>◦ Many countries have solved snow removal problem – look at this info</li> </ul> </li> <li>• Bicycles and use of sidewalks – should share bw pedestrians and cyclists – paint a line</li> <li>• Sidewalks are under utilized</li> <li>• Snow removal policy needs to be overhauled</li> <li>• Don't put salt on snow</li> <li>• COS needs to change – be experimental</li> <li>• Snow clearing needs to take priority</li> <li>• COS doesn't take responsibility for snow clearing</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize trail clearing</li> <li>• Snow removal policy / practices</li> <li>• Accessibility / Safety</li> </ul>

Winter Design		
Actions	Recommended Next Steps	Themes
	<ul style="list-style-type: none"> <li>• MVA has best snow clearing but day of the clearing needs to be gravelled, otherwise it is glare ice</li> <li>• Continuing rapid clearing</li> <li>• Examine staffing levels in winter to support snow removal</li> <li>• Snow removal / maintenance at bus stops and intersections needs to be prioritized</li> <li>• Need to consider access to buses, school buses, cross walks for vulnerable residents to have accessibility</li> </ul>	
Ensure access to transit during inclement weather and more comfortable transit shelters.	<ul style="list-style-type: none"> <li>• Bus stops are dangerous for riders</li> <li>• Incentivize taking the bus</li> <li>• Look for sponsorships</li> <li>• Have more transit shelters</li> <li>• Dignified and safe transit shelters for homeless who need a break</li> <li>• Transit not reliable</li> </ul>	<ul style="list-style-type: none"> <li>• Incentivize transit</li> <li>• Better transit shelters</li> <li>• Reliability of transit</li> </ul>
Identify and address accessibility barriers or all modes of transportation in winter	<ul style="list-style-type: none"> <li>• Moving the bus stops on Broadway – but not having a plan for snow removal between essential services – grocery store and bus stops</li> <li>• Remove snow from transit shelters</li> <li>• Remove sidewalk barriers like flower planters</li> <li>• Review crosswalk controls for visually impaired persons</li> <li>• Raised crosswalks would drain better in winter and improve accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Remove physical barriers</li> <li>• Considerations for disabled persons</li> <li>• Cross walks designs</li> <li>• Snow removal</li> </ul>
Develop and implement Winter Design Guidelines.	<ul style="list-style-type: none"> <li>• Mandating good design is difficult, base requirement</li> <li>• Question of authority of the guidelines <ul style="list-style-type: none"> <li>◦ Guidelines are a baseline</li> </ul> </li> <li>• Public spaces, solar sidewalk to accumulate heat from sun, snow management</li> <li>• Design competitions – instigate creativity for designers for winter cities</li> <li>• Land based learning in an urban setting</li> <li>• How is River Landing useable for winter activity?</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory requirements</li> <li>• Creativity</li> <li>• Four season design</li> <li>• Consideration of various impacts</li> </ul>

Winter Design		
Actions	Recommended Next Steps	Themes
	<ul style="list-style-type: none"> <li>• What is the action? Lighting, power, spaces</li> <li>• Have multi-seasonal design guidelines – too many activities are one season only</li> <li>• Including experts in wind, lighting, microclimates, alleyways, etc. A focus on including people knowledgeable about successful winter design</li> </ul>	
Explore how outdoor spaces can be better used in the winter months.	<ul style="list-style-type: none"> <li>• Storage suppose / solutions for groups that need to secure winter equipment</li> <li>• Winter shelter space</li> <li>• Repurpose rinks for use in summer</li> </ul>	<ul style="list-style-type: none"> <li>• Options for storage space</li> <li>• Repurpose spaces for summer and winter</li> <li>• Winter shelter</li> </ul>
Examine the need and benefit of a comprehensive winter lighting strategy and invest in projects that advance learning for the development of a lighting strategy.	<ul style="list-style-type: none"> <li>• Need comprehensive and integrated lighting strategy where comprehensive means that the plan applies to the entire city, no matter if lighting is done by the City, commercial, industrial and even residential entities. Integrated means that everyone – all City departments (Planning and Development, Urban Planning, Light and Power, Sustainability, Parks &amp; Facilities Management, and (missing from the list) the City Manager, Council &amp; Bylaw Enforcement needs to be onboard and have and integrated vision.</li> <li>• Night lighting is the identity of a city after dark and it is very unfortunate that the Saskatoon OCP (Bylaw 9700, 2020) ignores this except for a single line of text and acknowledgement of WinterCity as a contributor to the OCP, but not a word thereafter in this context.</li> <li>• City should commit to be a <i>Lighting Urban Community International (LUCI)</i> City and create a Master Lighting Plan</li> <li>• Should work with Sustainability Department</li> <li>• To create good nighttime lighting, designers need to be trained as such</li> <li>• There remains no definition of Dark-sky Compliance or base rules for designed decorative lighting. Such a Guideline needs to</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Light pollution</li> <li>• Human scale lighting</li> <li>• Community engagement</li> <li>• Regulation of lighting</li> <li>• Sustainability</li> <li>• Need for City Plans and Strategies that apply to everyone</li> </ul>

Winter Design		
Actions	Recommended Next Steps	Themes
	<p>appear in Bylaw 8770 and reference to it needs to appear in a rewritten Saskatoon OCP Bylaw 9700</p> <ul style="list-style-type: none"> <li>• There is no need for an Urban Design undertaking of a temporary lighting display in downtown. The City should commit to an actual real and permanent transformation of lighting, getting away from LED decorations and LED strings and creating properly lit public spaces with proper, minimum design rules for night lighting</li> <li>• Intro to night sky in winter</li> <li>• Can we pay attention to making places accessible during daylight hours</li> <li>• Lighting – turn off at 10pm</li> <li>• Awareness of when you can put light in a park – impact on animals, species</li> <li>• Enjoy night sky in middle of City of Saskatoon - not just talking about festival lighting</li> <li>• City of Saskatoon needs a baseline lighting bylaw, not guidelines</li> <li>• Festival lighting has possibility to get out of control</li> <li>• Light competes with all other lights</li> <li>• It is a free for all of what gets put up</li> <li>• Need reg of how a building is lit up</li> <li>• Darkness is not an enemy</li> <li>• Safety – light the sidewalk and street and keep the rest dark – have light at human scale</li> <li>• Parks safer in darkness</li> <li>• Control population by light</li> <li>• Vandalism is a policing issue – not a lighting issue</li> <li>• Dark sky policy</li> <li>• Can communities submit proposals</li> <li>• Regulate an acceptable use of light</li> <li>• Use different colours</li> <li>• Human scale lighting</li> </ul>	



Winter Design		
Actions	Recommended Next Steps	Themes
	<ul style="list-style-type: none"> <li>Consider light pollution education</li> <li>Safety concerns with darkness</li> </ul>	
Support the development of winter amenities and facilities.	<ul style="list-style-type: none"> <li>Develop a contest</li> <li>Funding</li> <li>Outdoor shelter support</li> <li>Ensure it is not anti-homeless infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement</li> <li>Provide funding support</li> <li>Respect for vulnerable populations</li> </ul>
Plan for and invest in winterized washroom facilities	<ul style="list-style-type: none"> <li>Infrastructure – difficult to find a washroom accessible, access to water, year-round accessibility</li> <li>Just because Downtown is populated doesn't mean the access is to public washrooms</li> <li>MVA washroom shut</li> <li>Gabriel Dumont bathroom isn't closed in winter</li> <li>Nodic Ski Club check into washrooms</li> <li>COS owns golf course – look at winterizing washrooms</li> <li>Downtown / Kinsman park – not all in suburban areas</li> <li>Need facilities that can be used for one use in the winters and one use in the winter. –warming shacks could be used all year round.</li> <li>Maintenance and monitoring of washrooms</li> <li>River Landing restrooms for winter</li> <li>Increase mobile washrooms, power and other</li> <li>What winter activities are happening with these communities? Rotate to different communities</li> <li>Provide winterized washrooms for users in Kinsman Park and snowshoers at Wildwood and Holiday Park</li> <li>Partner with Saskatoon Nordic Ski Club</li> </ul>	<ul style="list-style-type: none"> <li>Invest in downtown infrastructure</li> <li>Accessibility</li> <li>Year-round use</li> <li>Multiple neighbourhoods</li> <li>Partnerships with parks</li> </ul>