



WintercityYXE – Closing the Loop

Comprehensive Engagement Report
August 21, 2020



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Engagement Summary

Community members have been engaged throughout the development of the WintercityYXE Strategy (Strategy). The following briefly summarizes earlier engagement activities between 2016 and 2019 that informed the creation of a draft Strategy before focusing on the final round of engagement, or closing the loop, conducted during 2020.

From 2016 to 2019 public engagement activities included:

- An interactive breakfast workshop to generate feasible short-term ideas was held in March 2016 with 45 community members participating.
- City of Saskatoon (City) hosted roundtable sessions with stakeholder groups, an online survey and kitchen-table talks between January and April 2017 with 770 community members participating.
- The International Winter Cities Shake-Up 2019 brought leaders and innovators from the winter city community together with guests from winter cities around the world. This conference was a way to shine a light on WintercityYXE and to gain momentum within the Saskatoon community. Held over three days in January 2019, the conference also included a WintercityYXE Café and a pop-up engagement event in the Nutrien Wintershines igloo.

Since 2016, the WintercityYXE Community Working Group (Working Group) has helped develop the Strategy by guiding plans for public engagement and reviewing the results. The Working Group included volunteers from:

- Broadway Theatre
- City of Saskatoon Facilities
- City of Saskatoon Planning & Development
- City of Saskatoon Recreation & Community Development
- Downtown Saskatoon Business Improvement District
- Fédération des Francophones de Saskatoon
- Meewasin
- On Purpose Events / Nutrien WinterShines
- Prairie Wild Consulting
- Saskatoon Council on Aging
- Saskatoon Nordic Ski Club
- Saskatoon Open Door Society
- Shakespeare on the Saskatchewan
- Tourism Saskatoon
- University of Saskatchewan
- Wanuskewin Heritage Park

Engagement activity feedback can be found in council reports at saskatoon.ca/wintercityYXE. Past engagement activities highlighted the following themes and activities to be included in the Strategy:

- improve mobility
- improve facilities and infrastructure

- provide more support to existing activities
- introduce new events and things to do
- improve the promotion of events and activities

This earlier public engagement combined with additional research and internal engagement resulted in a draft Strategy that was brought back to the Working Group, community partners and the public for feedback in 2020.

Closing the Loop

Between January 30 and March 12, 231 people provided feedback on the draft Strategy. The original engagement strategy planned for 2 workshops, 6 pop-up events, and a variety of digital engagement including an online survey. An additional workshop was held with the Saskatoon Poverty Reduction Partnership (SPRP), as a result of suggestions from earlier workshops to gain more feedback from the perspective of organizations working with people experiencing poverty, and from those with lived experiences. The pop-up engagement events were set up at various venues in order to get feedback from different segments of the population. Because of COVID-19, some pop-ups were cancelled and the digital engagement only included an online survey.

Table 1: Engagement Activities outlines all planned engagement activities from 2020.

Table 1: Engagement Activities

Date	Engagement Activity	Description	Participants
January 30	Working Group Workshop	Review of Draft Strategy (including vision), and brainstorming ideas for implementation. Participants were emailed the draft Strategy in advance and invited to email additional comments.	14
February 13	Stakeholder Workshop	Review of Draft Strategy. Participants could pick two themes to provide detailed feedback. The strategy was emailed in advance and participants were invited to email additional comments.	15
February 27	Frances Morrison Central Library Pop-up	A summary of the Strategy, including themes, objectives, and actions was shared. Participants were invited to indicate what was missing using sticky notes.	62
March 5	Saskatchewan Polytechnic Pop-up	A summary of the Strategy, including themes, objectives, and actions was shared. Participants were invited to indicate what was missing using sticky notes.	70
March 9	Meewasin Rink Pop-up	Cancelled because of rink closure due to warm weather prior to event date	N/A
March 11	University of Saskatchewan Place Riel Pop-up	A summary of the Strategy, including themes, objectives, and actions was shared. Participants were invited to indicate what was missing using sticky notes.	26

Date	Engagement Activity	Description	Participants
March 12	SPRP Workshop	The strategy (including vision) was shared with the group through a presentation, and participants were invited to share feedback via group discussion and written comments, and invited to email additional comments.	11
March 13	Market Mall Pop-up	Cancelled because of COVID-19	N/A
March 18	Saskatoon Blades Game Pop-up	Cancelled because of COVID-19	N/A
March 4 to 19	Online Survey	The complete draft Strategy was shared through the online survey. Participants were invited to indicate if anything was missing, and if so, to provide detailed feedback. Participants provided feedback on the vision, themes, objectives, and actions. They were also provided space to leave general comments.	33

All engagement activities included sharing the draft Strategy themes, objectives and actions, and asking participants to identify anything that was missing. Stakeholders who had previously participated in WintercityYXE engagement activities but were not part of the Working Group were invited to a second workshop on February 13 that included a slightly altered format based on feedback from the Working Group workshop. A third workshop with the SPRP took place on March 12. This workshop took a slightly different format because some of the participants were new to WintercityYXE and there was less time, but participants were still asked to comment on the vision, themes, objectives, and actions and identify anything that was missing.

Pop-up events were held as a way to get feedback from stakeholders beyond those invited to the workshops. Strategy themes, objectives, and actions were summarized onto large display boards, and participants were asked what was missing. Participants at the pop-up events were able to discuss the project with Administration and provide feedback using post-it notes.

Additional information was available to participants through an online survey that was open to the public for 2 weeks from March 4 to March 19. Although the survey was originally intended to provide the same information as the pop-ups, based on feedback from the pop-ups, more detailed information was provided in the survey. As a result, the survey included the exact language of the draft Strategy and invited participants to indicate if anything was missing, and if so, provide feedback. Plans to ask survey questions using various social media channels were cancelled because of COVID-19.

In general, participants during the 2020 engagement activities provided input such as:

- recommendations for specific winter events and activities
- ensuring access to information and tools for winter living
- addressing issues regarding homelessness
- concerns regarding winter safety
- comments regarding how to get around in winter safely
- ensuring access to winterized washrooms

- considerations for winter lighting
- support for the work of Community Associations
- support for the winter economy
- importance of positive attitudes toward winter
- the need for review and coordination with civic policies
- importance of a strategy that is for the city as a whole
- importance of winter design
- suggestions regarding refinement and clarification of language
- the interconnectedness of various themes, objectives, and actions
- recommendation that evaluation measures be developed
- suggestions for implementation related to funding, partners, communications and prioritizing actions

Because of COVID-19, some of the “closing the loop” engagement activities were cancelled and / or had lower expected participation.

- On March 12, 2020, the first case of COVID-19 was announced in Saskatoon. This was the day of the workshop with the SPRP. Because many of the individuals and organizations involved in SPRP were directly involved in what became the Inter-Agency Response to COVID-19, we did not follow up with participants until June 2020.
- COVID-19 also resulted in our cancelling the pop-up events planned for Market Mall on March 13 and the Saskatoon Blades game on March 18 (the game itself was cancelled due to Public Health Orders).
- The WintercityYXE online survey remained open until its closing date of March 19; however, as City social media channels focused on sharing essential information with the public about the pandemic, we did not promote the survey as originally planned, or use social media channels for additional digital engagement. It is also likely that some potential participants did not participate because they did not have the time or capacity in the first week of the pandemic.

Consideration of results

Feedback provided resulted in:

- confirming Strategy themes, objectives, and actions
- a reworded vision
- a stronger emphasis on aspects of the Strategy related to safety and accessibility
- support for vulnerable populations including recognition of the challenges and barriers associated with winter
- clarification and refinement of Strategy language; for example, that the Strategy is for Saskatoon as a whole

While the Strategy itself does not address specific activities and events, clarification around this is included in the Strategy introduction. More specific feedback about activities, events, programs, and implementation will be considered in the development of an implementation plan, and in the implementation of various Strategy actions.

1 Background

WintercityYXE is an intentional effort by the City and community to celebrate what makes Saskatoon unique as a four-season place that is inviting, vibrant, safe and prosperous. Facilitated by the City’s leadership and engaging the interest and efforts of the community, the Strategy articulates the changes necessary to help residents, businesses, organizations and visitors embrace winter with as much enthusiasm as they have the summer season, while recognizing the challenges that the winter months bring for those who are vulnerable.

During the development of the Strategy, community members shared their experiences during winter and made recommendations on what the Strategy should include. Experiences are influenced by individual circumstances, whether that be age, mobility, economic circumstances and many others. The actions identified in the Strategy are intended to guide future changes and actions required on a city wide level by both the City and the community in order to achieve our shared vision as a Winter City.

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 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

A summary of engagement goals, objectives and selected activities in relation to each stakeholder group are provided in the table below.

Table 2: Summary of Engagement Strategy

Stakeholder	Level of Participation	Objective	Engagement Goals	Engagement Activity
Working Group	Inform Consult Involve	To provide the public with balanced and objective information to assist them in understanding the Strategy. To obtain feedback on the Strategy. To work directly with stakeholders to ensure that their concerns and aspirations are understood and considered.	Acknowledge and Understand Strategy and Guiding Principles Stakeholders provide feedback on the Strategy. Stakeholders provide feedback on the aspects of the strategy they would prioritize. Stakeholders indicate their preferences for Strategy options and next steps.	Facilitated Workshop
Stakeholder Groups Engaged in Earlier Engagements	Inform Consult Involve	To provide the public with balanced and objective information to assist them in understanding the Strategy. To obtain feedback on the Strategy. To work directly with stakeholders to ensure that their concerns and aspirations are understood and considered.	Acknowledge and Understand Strategy and Guiding Principles Stakeholders provide feedback on the Strategy. Stakeholders provide feedback on the aspects of the Strategy they would prioritize. Stakeholders indicate their preferences for Strategy options and next steps.	Facilitated Workshop

Residents	<p>Inform</p> <p>Consult</p>	<p>To provide the public with balanced and objective information to assist them in understanding the Strategy.</p> <p>To obtain feedback on the Strategy.</p>	<p>Acknowledge and Understand Strategy and Guiding Principles</p> <p>Stakeholders provide feedback on the Strategy.</p> <p>Stakeholders provide feedback on the aspects of the Strategy they would prioritize.</p>	<p>Pop-ups & Digital Engagement</p>
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Engagement activities, intended audience, marketing techniques, analysis methods, data limitations and results are described in this report, followed by an evaluation.

2 Workshops

Two facilitated workshops were planned and carried out, the first with the Working Group and the second with stakeholder groups who had previously participated in WintercityYXE engagement activities. The purpose of the workshops was to close the loop on earlier engagement and gain participant feedback on the draft Strategy. These workshops also included discussions regarding next steps.

The workshops took on similar formats, with small groups working to address the question of what was missing from the draft Strategy and recommending next steps and potential community partners. Feedback from the first workshop resulted in some slight changes in the delivery of the second workshop by allowing participants to pick which Strategy themes they provided feedback on based on their expertise and interests.

Based on feedback received during these workshops, a third workshop was conducted with the SPRP to receive more direct feedback from organizations working with people experiencing poverty and from community members with lived experience.

2.1 WintercityYXE Working Group Workshop

The Working Group was invited to attend a workshop to provide feedback on the draft Strategy. This was the first meeting of the Working Group since the Shake-Up Conference in 2019.

The workshop took place on January 30, 2020 from 9:30am to 11:30am in the basement meeting room of the Frances Morrison Central Library. The draft Strategy and agenda were shared in advance. Members who were unable to attend were invited to provide feedback over email or to attend other engagement activities.

2.1.1 Intended Audience

The Working Group includes representatives from the following City departments and agencies:

- Broadway Theatre
- City of Saskatoon Facilities
- City of Saskatoon Planning & Development
- City of Saskatoon Recreation & Community Development
- Downtown Saskatoon Business Improvement District
- Fédération des Francophones de Saskatoon
- Meewasin
- On Purpose Events / Nutrien WinterShines
- Prairie Wild Consulting
- Saskatoon Council on Aging
- Saskatoon Nordic Ski Club
- Saskatoon Open Door Society
- Shakespeare on the Saskatchewan
- Tourism Saskatoon
- University of Saskatchewan
- Wanuskewin Heritage Park

2.1.2 Marketing Techniques

Members of the Working Group were able to indicate preferred days and times for the workshop through a Doodle Poll, and were invited to the workshop via email. Follow-up emails shared information in advance of the workshop. 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

2.1.3 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 was reviewed on a line-by-line basis to determine what could be considered for the Strategy. Recommended changes to the vision were made, as were other clarifications and additions to the Strategy. Feedback focusing on specific events and activities was documented for later phases, but not incorporated into the Strategy as it is intended to be a higher level document which does not promote or support specific events and activities. Feedback regarding next steps and recommendations for implementation will be referred to in the development of an implementation plan.

2.1.4 Data Limitations

Data limitations are outlined in Table 3: Working Group Workshop Data Limitations.

Table 3: Working Group Workshop Data Limitations

Limitation	Description
Meeting Timing	Some participants expressed concern that the meeting was scheduled during a time when some were busy with winter festivals and activities. The Project Team went ahead with the meeting in January, because the Team wanted to meet with the Working Group prior to other engagement activities which are best completed during winter. Participants were also invited to provide feedback via email and to attend the second workshop with stakeholders, which had similar content.

Limitation	Description
Lack of clarity regarding role of Working Group and level of influence	There was a lack of clarity regarding the role of the Working Group and their level of influence at this stage of Strategy development. Due to the City's reorganization process, there was a gap in Working Group meetings (between the International Shake Up Conference in 2019 and this workshop) as Administration determined the appropriate next steps for the WintercityYXE file. As such, although the Working Group had been meeting since 2016, there were some organizational representatives who were new to the group. A brief explanation of the larger process was provided, but due to the number of new representatives, additional information would have been helpful.
Comments were too specific for the Strategy phase	Some feedback related to specific activities, events and organizations, and could not be incorporated into the Strategy because of the nature of a high level strategy. More specific feedback will be used in the development of an implementation plan.

2.1.4.1 Activity 1 - Review of Proposed Vision

In small groups, participants were asked to provide feedback on the draft vision:

- suggested changing the vision to: "Saskatoon is a vibrant city that thrives in the winter months. A prosperous and dynamic community, we work together to support an active winter lifestyle that is inclusive and accessible for all."
- recommendations for refinement of language
- recommendations for refinement of goals

2.1.4.2 Activity 2 - Review of Draft Strategy

In small groups participants were asked to identify if anything was missing from the Strategy (themes, objectives or actions). They were also asked to recommend next steps and identify community partners. Participant comments have been grouped into the following themes and recommendations:

- infrastructure to support activities and other actions is critical
- recommendations for specific winter events and activities
- Downtown and Business Improvement District specific ideas
- ideas for ways the City could support current and future actions
- need for all ages, and family friendly actions
- the interconnectedness of various themes, objectives, and actions
- recommended groups/organizations to include as potential partners
- drew attention to existing activities missed
- importance of positive attitudes toward winter
- need for a communications / media strategy to promote winter
- need to share more info about existing programs/things that are being done
- support for community groups taking the lead
- need for diversity

- addressing issues regarding homelessness
- support the work of Community Associations
- support making winter easier and safer
- concerns regarding winter safety
- comments regarding supporting more winter cycling infrastructure needed
- review of civic policies
- coordination of other neighbourhoods/city wide lens
- comments regarding how to get around in winter safely
- support need for snow removal
- ensuring access, maintenance and monitoring of winterized washrooms

2.1.4.3 Activity 3 – Recommendations for Implementation Priorities

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
- maintain grant programs
- continue website promotion of winter activities
- focus and priority on snow removal and infrastructure
- measure public's current attitudes toward winter
- assessing capacity of partners to execute the Strategy (resources and humans)
- marketing communications plan for promotion of WintercityYXE
- increase in grants to partners for activities
- resource Strategy adequately

2.2 Stakeholder Workshop

Stakeholders who participated in earlier engagement activities were invited to a stakeholder workshop to provide feedback on the draft Strategy. The workshop took place from 1:30pm to 3:30 pm on February 13 at Station 20 West (Multipurpose room).

The workshop was based on a similar format to the Working Group Workshop but included some shifts in delivery based on feedback from the first workshop. Rather than asking participants to provide in-depth feedback on the entire Strategy, participants were asked to provide feedback on two themes. Like in the Working Group workshop, participants were asked to identify if anything was missing from the themes, objectives, and actions. They were also asked to recommend next steps and identify community partners and activities. Three tables were set up, each with one of the themes. Participants picked which themes they provided feedback on. The revised vision (based on feedback from the Working Group) was shared, but not discussed.

As with the Working Group, the Strategy was emailed in advance, and participants were invited to share comments over email.

2.2.1 Intended Audience

The following stakeholder groups were engaged in the early development of the Strategy, and organizations from each group were invited to the workshop:

- Business Improvement Districts and Business Associations
- Community Associations
- Environmental Organizations
- Indigenous Nations and Organizations
- Accessibility Organizations
- Newcomers and Cultural Groups
- Organizations Working with Youth
- Persons with Disabilities
- Public Health
- Schools
- Seniors
- Tourism
- University of Saskatchewan
- Winter Activities Groups

2.2.2 Marketing Techniques

A save the date email was sent to a list of 78 stakeholders from organizations who had participated in earlier engagement activities. Those interested in participating were asked to RSVP. Because it had been a year since the last round of engagement, some emails bounced back because of staffing changes at various organizations. An effort was made to email others at those organizations.

Community Associations were invited to the workshop. Information was also shared with the Working Group who was asked to share with anyone they thought might be interested in attending.

Reminder emails were sent on February 3, and the draft Strategy was emailed to all who RSVP'd in advance of the workshop.

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

2.2.3 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 further comment.

Feedback was reviewed on a line-by-line basis to determine what could be incorporated into the Strategy. Clarifications, refinement of language and additions were incorporated into the Strategy. Feedback focusing on specific events and activities was documented for later phases, but not incorporated into the Strategy as it is intended to be a higher level document which does not promote or support specific events and activities. Feedback regarding next steps will be referred to in the development of an implementation plan.

It was recommended that additional work be conducted with people with lived experiences of poverty. As a result, a third workshop was planned with the SPRP.

2.2.4 Data limitations

Data limitations are outlined in Table 4: Stakeholder Workshop Data Limitations.

Table 4: Stakeholder Workshop Data Limitations

Limitation	Description
Time between Closing-the-Loop engagement and earlier engagement activities	Over a year had passed between the last engagement session and this workshop. Not everyone remembered or was involved in earlier conversations. A presentation was provided at the beginning of the session to provide some background information.
Comments were too specific for the Strategy phase	Some feedback related to specific activities, events, and organizations, and could not be incorporated into the Strategy, because of the nature of a high level strategy. More specific feedback will be used in the development of an implementation plan.
Need for more consultation with people who have lived experiences of poverty	The need for feedback from individuals with lived experiences of poverty was identified by participants. As a result, a third workshop was set up with the SPRP.
Delay in providing workshop minutes for review	There was a delay in providing participants with the meeting minutes due to COVID-19. We did not receive any feedback on the minutes, but this may have been due to the delay, and then to COVID-19.

2.2.5 What We Heard

In small groups, participants were asked to identify if anything was missing from the Strategy (themes, objectives or actions). They were also asked to recommend next steps and identify community partners. Participant comments have been grouped into the following themes and recommendations:

- need for communications and media strategy to promote winter
- recommendations for specific winter events and activities
- support for incentives
- ensuring access to winterized washrooms
- considerations for winter lighting
- comments regarding how to get around in winter safely
- review and coordination of civic policies
- importance of a strategy that is for the City as a whole
- infrastructure to support activities and other actions is critical (significance of transit)
- recommended paying attention to everyday life in winter
- support of winter design
- importance of positive attitudes toward winter
- 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
- importance of snow removal
- ensure actions don't conflict
- comments about winter cycling
- ideas for implementation (funding, bylaw changes, actions)
- need for coordination with the City
- need to measure and evaluate outcomes
- suggestion to make own warming huts, rather than rent
- specific ideas for research
- transit part of mobility
- support for winter pop-up businesses

2.3 Conversation with Saskatoon Poverty Reduction Partnership

Based on feedback from earlier engagement activities, a third workshop was set up with the SPRP, in order to gain more specific feedback related to winter and poverty and to ensure that feedback was received from individuals with lived experiences of poverty. The workshop was set up in consultation with the SPRP Coordinator, who made arrangements for the workshop.

This workshop took place at Station 20 West on March 12 from 11:30 am to 1:00pm. WintercityYXE provided lunch.

2.3.1 Intended Audience

The intended audience of this workshop was members of the SPRP, including individuals with lived experiences of poverty.

2.3.2 Marketing Techniques

The SPRP coordinator invited participants to the conversation. There were 15 people who RSVP'd and 11 who attended. The meeting was on the day the first case of COVID-19 was announced in Saskatoon, so that may have affected attendance.

2.3.3 Analysis

Documentation of the written comments provided during the workshop and comments provided via email were compiled and shared with attendees for review and with an invitation to provide additional comments; however, because of COVID-19, this was not shared with participants until three months after the workshop.

Feedback was reviewed by the Project Team on a line-by-line basis to determine what could be incorporated into the Strategy. Clarifications, refinement of language, and additions were incorporated into the Strategy. An increased recognition of the challenges and barriers for vulnerable populations associated with winter have been added throughout the Strategy. Feedback focusing on more specific actions was documented for later phases, but not incorporated into the Strategy. Feedback regarding next steps will be referred to in the development of an implementation plan.

2.3.4 Data limitations

Data limitations are outlined in Table 5: SPRP Conversation Data Limitations.

Table 5: SPRP Conversation Data Limitations

Limitation	Description
COVID-19	COVID-19 impacted this workshop more than the earlier two because of the timing of the workshop itself and because workshop participants were directly involved with the COVID-19 response. Attendance and participation may have been shaped by the need for participants to address COVID-19. There was also a significant delay between the meeting and sharing meeting minutes with participants for feedback as it was known that workshop participants were heavily involved with the COVID-19 response and could not prioritize WintercityYXE at that time.
Some participants were unfamiliar with the project	Some participants at this session had not participated in earlier engagement activities. This was a late stage in the process to be introducing them to the Strategy.
Comments were too specific for the Strategy phase	Some feedback related to specific programs and projects and could not be incorporated into this type of document because of the nature of a high level Strategy. More specific feedback will be used in the development of an implementation plan.
Need for more consultation with older adults	A need to consult individuals most at risk, including those over 65 was noted. Originally the pop-up event at Market Mall was intended to help to ensure that older adults were properly consulted. However, because of COVID-19, this event was cancelled and additional engagement with seniors was not considered due to COVID-19.

2.3.5 What We Heard

Following a short presentation and outline of strategy themes, objectives and actions, participants were asked what was missing and to share their comments. Participant comments have been grouped into the following themes and recommendations:

- importance of a strategy that is for the City as a whole
- concerns regarding winter safety
- comments regarding how to get around in winter safely, particularly as relates to mobility
- need to recognize danger and difficulty of winter
- need clearer and more specific language and to recognize the range of experiences
- importance of transportation needs, particularly as relate to mobility
- need to understand barriers
- links to climate change
- recommended positioning Strategy as critical to wellbeing of city residents
- recommendations for specific programs and ways to address gaps and barriers
- recommendations for making things more accessible in winter
- comments on privilege related to loving winter and having fun
- support for Strategy, and positive benefits
- importance of positive attitudes toward winter
- considerations for winter lighting
- support for work of Community Associations
- need for sustainability and accountability
- recommendation that evaluation measures be developed
- review of and coordination of civic policies and bylaws
- there are complex issues that a winter strategy will not provide a solution to, but there may be connections and synergies
- support for winter economy, particularly social enterprises
- ensuring access to winterized washrooms
- include perspectives of those people with lived experiences
- the interconnectedness of various themes, objectives, and actions
- clarify relationship of emergency response guide to cold weather strategy
- understanding impact of injuries related to winter on ability to work, maintain home, and personal health
- understanding social isolation related to winter
- recommendations for community partners
- support for research
- need for equitable communication strategy
- need for consultation to be equitable and include those most at risk of injury or isolation
- need to consult those over 65
- support for winter design, particularly in more vulnerable neighbourhoods
- infrastructure is needed to support actions
- recommendations for specific winter events and activities;
- ensuring access to information and tools for winter living
- apply a gendered lens to safe winters

3 Pop-ups

The pop-up events were intended to provide the public an opportunity to review the proposed content for the Strategy and provide their feedback to the question, “did we miss anything?” Details about the pop-ups including materials used and evaluation are provided in the [What We Heard Report – Pop-Up Events](#). Table 6: Summary of Pop-up Events summarizes the pop-up events.

Table 6: Summary of Pop-up Events

Date	Time	Location	Participants
February 27	10am to 2pm	Frances Morrison Central Library	62 participants
March 5	10am to 2pm	Saskatchewan Polytechnic	70 participants
March 9	12:30pm to 3pm	Meewasin Rink	Cancelled because rink closed prior to event date
March 11	10am to 2pm	University of Saskatchewan Place Riel	26 participants
March 13	1:30pm to 4pm	Market Mall	Cancelled because of COVID-19
March 18	6pm to 9pm	Saskatoon Blades Game	Cancelled because of COVID-19

3.1 Method

The pop-up events shared a summary of the themes, objectives and actions that made up the draft Strategy. Information was presented on six boards and participants were invited to add comments using post-it notes.

3.2 Intended Audience

Pop-up events were an opportunity for the public to get to know information about WintercityYXE and provide their input. Locations were selected in various parts of the city in order to get input from different segments of the population (eg. post-secondary students, seniors, families at specific venues).

3.3 Marketing Techniques

The pop-up locations were promoted in a Public Service Announcement (issued March 4, 2020), as well as posted on the Project website and on the City’s social media channels (Facebook, Instagram, Twitter). The pop-ups also provided opportunities for individuals who might not ordinarily participate in a City engagement activity to provide feedback.

3.4 Analysis

The feedback provided was documented and reviewed by Administration, analysed based on themes and was considered in the finalization of the Strategy document. The thematic analysis was shared with the public in a [What We Heard Report](#) posted on the project webpage.

3.5 Data Limitations

The pop-up engagement events were intended to gain feedback from the public on the draft Strategy. Effort was made through the pop-ups to engage with the public about considerations that should be taken into account during the finalization of the Strategy.

Data limitations are outlined in Table 7: Pop-up Engagement Data Limitations.

Table 7: Pop-up Engagement Data Limitations

Limitation	Description
Feedback may not be specific enough for the needs of the Project	A number of engagement methods were used during this phase of the Project to ensure various perspectives on the Project were captured.
Reporting does not capture all comments	All post-it notes provided were recorded in the What We Heard Report as well as any notes taken by Administration during the pop-up events. When considering the feedback provided by post-it notes, Administration, in some cases, had to make assumptions about what was intended by the comments.
Comments were too specific for the Strategy phase	Some feedback related to specific activities, events, and organizations, and could not be incorporated into the Strategy, because of the nature of a high level strategy. More specific feedback will be used in the development of an implementation plan.
Comments do not pertain to the Project	Comments provided that pertain to other related projects will be shared with the appropriate Administrative groups.
Pop-ups were cancelled (Meewasin Rink, Blades Game, Market Mall Pop-ups)	Pop-ups were cancelled. Due to COVID-19, it was not possible to reschedule the pop-ups or to pursue engagement through other methods. As a result of pop-ups being cancelled, some perspectives may have not been captured.
Pop-up locations	Due to the location of the pop-ups, individuals could easily opt out of participating by simply passing by the display. Alternate locations were recommended during the Saskatchewan Polytechnic and University of Saskatchewan pop-ups. These alternate locations will be considered in the future.
Limits in verifying What We Heard Report	The What We Heard Report was posted on the Project website because it could not be posted on the Engage Page due to COVID-19 and Engagement being paused. This differs from our typical process and may have caused confusion for some participants. We did not receive any feedback on the What We Heard Report.

3.6 What We Heard

Participants at the pop-up events were able to discuss the Project with Administration and provide feedback using post-it notes. Additional information was available to participants through an online survey.

In general, participants provided input such as:

- recommendations for specific winter events and activities
- ensuring access to information and tools for winter living
- addressing issues regarding homelessness
- concerns regarding winter safety
- comments regarding how to get around in winter safely
- ensuring access to winterized washrooms
- considerations for winter lighting
- support for the work of Community Associations
- support for the winter economy

4 Digital Engagement

The digital engagement was intended as a wide net approach to enable more stakeholders to provide input. The original plan for this approach included an online survey, as well as asking some of the survey questions through social media channels. We were only able to complete the online survey and, it is assumed that because of COVID-19, results were limited. Details about the survey including survey questions and evaluation are provided in the [What We Heard Report - Digital Engagement](#).

4.1 Online Survey

The online survey was intended to provide the public an opportunity to review the proposed content for the Strategy and provide their feedback to the question “did we miss anything”?

The online survey was available for two weeks from March 4 to March 19. Social media was used to promote the survey; however, due to COVID-19, alternate methods were not used, such as sharing the online survey with specific stakeholder groups, and some social media posts to promote the survey were cancelled.

4.1.1 Online Survey Content

The online survey provided participants the draft language for the actions for each identified theme. For each theme, participants were asked “Did we miss anything?” and were provided space to provide a comment. Participants were also asked to provide feedback on the draft vision. Additional space was provided on the survey to provide additional comments.

An optional section on the survey allowed participants to provide information about their age, ward they live in, their gender, and if they are an indigenous person, a member of a visible minority, or a person with a disability.

An optional survey evaluation was also provided.

4.1.2 Intended Audience

The original strategy included working with stakeholder organizations to forward engagement opportunities (the survey and social media) to their clients and or members. The use of social media to ask engagement questions may increase participation amongst different demographics than would typically attend an in-person event or fill out a lengthy survey.

33 individuals responded to the online survey. The number of responses is considered low; however, due to COVID-19, Administration was unable to extend the survey or undertake more comprehensive promotion of the survey. The low number of responses can also be assumed to be a result of a shift in the priorities of the community at the time of the survey as a result of COVID-19. Online survey respondents identified as follows:

Table 8: Survey Respondent Age

Age	Number of Respondents
18 - 24	2 (6%)
25 - 39	11 (33%)
40 - 54	15 (46%)
55 - 69	5 (15%)

Table 9: Survey Respondent Gender (Note: not all respondents provided their gender)

Gender	Number of Respondents
Male	16 (48%)
Female	12 (36%)

1 respondent identified as a person with a disability.

1 respondent identified as a visible minority.

4.1.3 Marketing Techniques

The online survey was promoted through a Public Service Announcement (issued March 4), as well on the project website and on the City of Saskatoon’s social media channels (Facebook, Twitter).

Facebook and Twitter posts were made on March 4 to launch the survey and March 18 as a reminder that it would be closing. Additional posts were scheduled but not shared because of the decision to focus external communications on COVID-19-related information.

Figure 1: Launching Survey on Facebook



Figure 2: Launching Survey on Twitter



Figure 3: Survey closing soon Facebook post



Figure 4: Survey closing soon Twitter post



4.1.1 Analysis

The feedback provided was reviewed by Administration, analysed based on themes and was considered in the finalization of the Strategy document. The thematic analysis was shared with the public in a [What We Heard Report](#) posted on the project webpage.

4.1.2 Data Limitations

The online survey was intended to gain feedback from the public on the draft Strategy. Effort was made through the online survey to engage with the public about considerations that should be taken into account during the finalization of the Strategy.

Data limitations are outlined in Table 10: Online Survey Data Limitations.

Table 10: Online Survey Data Limitations

Data Limitation	Description
Feedback may not be specific enough for the needs of the Project	The online survey was complemented with other forms of engagement during this phase of the Project to ensure a comprehensive engagement.
Comments were too specific for the strategy phase	Some feedback related to specific activities, events, and organizations, and could not be incorporated into the Strategy, because of the nature of a high level strategy. More specific feedback will be used in the development of an implementation plan.
Comments do not pertain to the Project	Comments provided that pertain to other related projects will be shared with the appropriate Administrative groups.
Limited number of respondents	Due to COVID-19, it was not possible to extend the survey or there was the potential for advertising for the survey to be missed by potential respondents.

Data Limitation	Description
Survey format	Some participants indicated that the survey format was difficult to follow and understand. Based on feedback from other engagement activities for the Project, the online survey was used as an opportunity to provide draft Strategy language rather than the summary used for other engagement methods such as the pop-ups. In addition, the City uses Microsoft Forms for surveys, which has limited capabilities in terms of how information is presented.
Reporting does not capture all comments	<p>All comments provided were recorded in the What We Heard Report. When considering the feedback provided by online comments, it is required that Administration makes some assumptions about what was intended by the comment.</p> <p>The What We Heard Report was posted on the Project website. Due to COVID-19, the What We Heard Report could not be posted on the Engage Page.</p>

4.1.3 What We Heard

An online survey was available to participants to obtain feedback from the public on the draft Strategy from March 4 to March 19.

In general, survey respondents were in support of the draft Strategy and feedback provided helped to refine the language for the Strategy. Participants provided input such as:

- Importance of positive attitudes toward winter
- recommendations for specific winter events and activities
- ensuring access to information and tools for winter living
- addressing issues regarding homelessness
- concerns regarding winter safety
- comments regarding how to get around in winter safely
- ensuring access to winterized washrooms
- support for the winter economy
- review of civic policies
- importance of a strategy that is for the City as a whole
- importance of winter design
- suggestions regarding refinement of language

5 Evaluation

Table 11: Closing the Loop Engagement Evaluation provides an evaluation of all engagement activities, during the Closing the Loop phase of WintercityYXE engagement.

Table 11: Closing the Loop Engagement Evaluation

Item Being Evaluated	Considerations in the Evaluation	Evaluation
<p>Process and tools used to implement public engagement</p>	<p>Was the public engagement approach relevant and realistic for the stage of the decision-making process?</p>	<p><u>Workshops</u> Workshops provided the Working Group and other stakeholders with an opportunity to provide input on the draft Strategy content. The format allowed for conversation between diverse stakeholders and directly with the project team.</p> <p><u>Pop-ups</u> Pop-ups provided the public an opportunity to provide input on the draft Strategy content. Pop-ups also provided people who did not have knowledge of the project through other formats to provide feedback.</p> <p><u>Online Survey</u> The online survey provided the public an opportunity to provide input on the draft Strategy content. The survey also provided people who did not have knowledge of the project through other formats to provide feedback.</p>
	<p>Were we able to get the degree of attention needed from the stakeholders?</p>	<p><u>Workshops</u> Workshops were by invitation. COVID-19 may have impacted participation at the SPRP Conversation.</p> <p><u>Pop-ups</u> Pop-up displays were placed in visible locations. Suggestions were provided by some participants on potential better locations or timing. These will be considered when planning future engagement events. Three pop-ups were cancelled for various reasons. Due to COVID-19, we were unable to reschedule the pop-ups or to engage with the public in person in other formats.</p>

Item Being Evaluated	Considerations in the Evaluation	Evaluation
		<p><u>Online Survey</u> The online survey was promoted using social media. COVID-19 interfered with our ability to promote the survey, and may have impacted the capacity of members of the public to participate.</p>
	<p>Did we involve the individuals and groups who had a stake in the process?</p>	<p><u>Workshops</u> The original two workshops were planned to ensure that both the Working Group, and other stakeholders who had previously participated in WintercityYXE engagement activities could provide feedback on the draft Strategy. The third workshop was planned to make sure that we received feedback from individuals with lived experiences of poverty.</p> <p><u>Pop-ups</u> Pop-up locations were selected in order to get feedback from various target groups (students, seniors, families). Three pop-ups were cancelled for various reasons. Due to COVID-19, we were unable to reschedule the pop-ups or to engage with the public in other formats.</p> <p><u>Online Survey</u> The online survey was open to anyone who wanted to participate. The number of participants was relatively low. It is assumed, that this can be attributed, in part, to COVID-19. Due to COVID-19, Administration was not able to extend the period for the survey.</p> <p>Plans to promote the survey through other methods were not used due to COVID-19.</p>
	<p>Did the engagement process meet stakeholder needs? Did we use effective techniques?</p>	<p><u>Workshops</u> Evaluation forms were provided at the workshops, but few were completed. Most reported positive experiences. There was uncertainty about how input would be used. We worked to more clearly address this at later workshops; however, some uncertainty remained. This may be due to the nature of a strategy project, where the implementation plan has not yet been completed.</p>

Item Being Evaluated	Considerations in the Evaluation	Evaluation
		<p><u>Pop-ups</u> Participants were given the opportunity to discuss the Project with Administration. If more details were requested, participants were directed to the website and the online survey for more detailed information.</p> <p>Participants at an earlier pop-up suggested that maps be provided at future pop-ups to provide context. Maps were provided at the University of Saskatchewan pop-up; however, participants did not refer to the maps.</p> <p>An attempt was made to provide participants with a chance to provide feedback on their experiences at the pop-ups, but was discontinued because only a few people participated and, at times, the same people participated more than once.</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 exact language of the draft survey being included (rather than a summary) and because Microsoft Forms was used to create the survey. Comments regarding format will be considered for future engagement activities.</p>
Results of the public engagement process	Were our decisions influenced by the stakeholder input?	Feedback provided was considered in the finalization of the Strategy including identifying actions that were missing and refinement of language. Feedback that pertained better to the implementation of the Strategy will be considered when the implementation plan is developed.
	Did we involve the stakeholders at the appropriate level?	<p>Participants were provided an overview of the Project. If more details were requested, participants were directed to the website and the online survey for more detailed information.</p> <p>Administration was available to answer questions at all of the workshops and pop-up events.</p>

Item Being Evaluated	Considerations in the Evaluation	Evaluation
	Did the engagement process justify the resources spent?	The information provided the Project Team the opportunity to gain feedback from the public about the project.
Engagement Locations	Were the workshop locations effective?	<p>The Frances Morrison Central Library was chosen as a location for the first workshop because it was a central location and Committee Room E was not available.</p> <p>Station 20 West was recommended as a location for the conversation with SPRP.</p>
	Were the locations of the Pop-ups effective in getting input?	<p>Informal feedback that we received included that in the future, pop-ups be located in busier areas so that more people would see them; however, we were unable to change locations because of booking process. The suggested locations will be considered for future engagement events.</p> <p>Some pop-ups were cancelled because of weather and COVID-19.</p>

6 Next Steps

No further engagement is planned to inform the development of the Strategy.

The finalized Strategy will be presented to the Planning, Development and Community Services Committee for consideration in September 2020. Following consideration of the Strategy, an implementation plan will be developed. This is being planned for early 2021. Timelines are subject to change due to COVID-19.