

1) The City of Saskatoon provides vital public services to its citizens. What public services need to be strengthened through the injection of new financial resources? How would you propose to pay for better public services in Saskatoon?

Saskatoon's Transit service has been identified as requiring an overhaul. This investment is critical as it gives residents access to community life. Essential is the reliability of the service and its affordability for all. Investment in public and active transportation is good for the environment, and overall good for transportation by reducing congestion and providing more options.

Saskatoon's waste management system also requires investment to ensure that we are able to reach our environmental stewardship targets of diverting 70% of our waste by 2023. In 2014, 22.5% of our city's waste was diverted - there is much work to do before we achieve the target.

Funding for the strengthening of services must be found in a number of ways. First, as capital investments are required, a more complete inclusion of infrastructure costs (new bridges, major leisure facilities, etc.) could be included in Levies for new developments. Care must be taken with levy costs to infill developments as to not compete with goals around dense and cost effective development/growth.

Provincial & Federal Grants also provide a strong opportunity to make the investments needed. In addition, advocating for Gas Tax transfers that reflect the downloading of service provision and costs to municipalities is required. The Federation of Canadian Municipalities offers support for municipal waste reduction efforts.

2) What is your view of privatization of public services? Would you reverse the services that have been privatized by previous city governments?

Public delivery of services serves the public in more ways than one. They provide reliable quality service alongside quality employment, and a local investment of public funds.

I believe that the movement toward P3 projects is shortsighted and concerning. This must be reevaluated, and a commitment to public projects through public dollars should be reinstated.

Finally, while contracting out is appropriate in some circumstances, the tendency should be to use resources and expertise currently housed within the corporation, and assessing the need to expand the City's internal capacity if a long-term need makes such expansion appropriate.

3) What could the City of Saskatoon do to improve its relationship with its employees? How can the collective bargaining rights of City of Saskatoon employees be better protected?

The City of Saskatoon could begin by re-evaluating all employees that have been on contracts for a total of 2 years or more but have not been offered a permanent FTE contract. Employees who have worked for the city on pieced-together contracts for over 2 years and demonstrate continued value to the city's operations should be offered FTE contracts. This will provide these employees with access to benefits, and the opportunities and wellness that comes with increased stability.

In addition to relationships with existing employees, the City of Saskatoon and its service providers should continue and expand efforts to support people entering the workforce. Paid internships, apprenticeships and support for expanded training for existing employees are a great way to ensure that employees are equipped to do their jobs safely and with confidence and that the city and its service providers have access to workers with the required skills and training. Emphasis should be placed on supporting the inclusion of female workers, indigenous workers and immigrant workers in these efforts.

Collective bargaining is an essential component of good employer-employee relations. The City must always negotiate in good faith and seek to deliver to workers the stability that comes with an agreed-upon contract.

4) What can the City of Saskatoon do to provide safe and affordable housing? How can we ensure that marginalized residents have a say in community and social planning?

The City must continue its work supporting the ongoing planning and coordination around housing and homelessness. Moving these plans to action is critical and the City has a major role to play in partnering with organizations such as SHIP to ensure appropriate, safe and affordable housing is available. The City should also look to opportunities to incentivize developers to include affordable units in their new developments – especially infill.

Input into existing processes and consultations is key, however, many residents are excluded from these conversations due to lack of access, transportation, and opportunity. The City must make extra efforts to engage local residents, in particular in lower-income neighbourhoods and areas with high newcomer and indigenous populations. This engagement cannot simply be advertised online, and must be done in the community, with leadership from community partners and leaders, taking the time to build partnerships, relationships and trust.

As a councilor, I would work to set up a targeted advisory group to consult on community issues. This would involve engaging often-marginalized populations (young, elderly, single-parents, indigenous, new Canadians, low-income) from across the Ward in ways that fit their schedules and capacities. This would include support for travel, childcare, and language supports as required.

5) What role do you see for the City of Saskatoon to improve around economic development?

The City has a role to play in economic development in many ways.

First, cities play a role in ensuring that businesses are welcome in the city, creating jobs and investing profits in the community. Zoning, taxation, and more all contribute to the ability of a business to establish in our city, and City incentives must be weighed against public benefit – jobs, services, and more.

Second, as our City grows and develops, infrastructure development contributes significantly to economic development. It's important that as this progresses, the economic benefits stay in our community and that workers see the benefits of this through good contracts, fair wages and safe work environments.

Finally, the City of Saskatoon needs to move toward being a model of corporate responsibility, not only as an employer, but also through its purchasing power. For instance, becoming a Living Wage business and moving toward local procurement and procuring from Living Wage businesses would help to drive good wages and a healthy economy. Living Wage YXE – a collective table that I sit at – is assessing it's first batch of Living Wage applications and will be expanding this effort in the coming months and years.

6) What specific initiatives would you propose to move Saskatoon to a low-carbon economy and reduce our greenhouse gas emissions?

Personal transportation is one source of GHG emissions where cities can have a direct impact. Reducing the mode share of single occupancy vehicles by improving our public transit system and active transportation options must continue, and the goals set in the active transportation plan should be increased. Making active transportation options safe and convenient can be done through infrastructure improvements (bike lanes, sidewalk let downs, etc.) as well as reduced speed limits and driver/cyclist education.

Specific efforts to reach the waste diversion targets set must be taken: expanding the collection of yard and household organic waste (currently 40% of waste), continued recyclable diversion, and considering expansion to non-residential sources.

The City must reduce its own environmental footprint by adopting green technologies, retrofitting inefficient buildings/facilities and setting an example to other corporations by supporting employees to use active/public transportation and engage in waste diversion. Supporting local green building and energy initiatives through zoning support, incentives, and partnership development is key to supporting this transition more broadly. Dense development is key to this, as perimeter development is inefficient and costly to the environment due to transportation and the endangerment of areas such as the NE Swale, which along with the River Valley need to be preserved.

7) What can the City of Saskatoon do to promote reconciliation between Aboriginal and non-Aboriginal Canadians?

The City can turn to the Truth and Reconciliation Commission's calls to action, many of which pertain to its operations and leadership. Specifically, the UN Declaration on the Rights of Indigenous Peoples provides a useful framework for reconciliation and ongoing relationship building.

At all turns, the City must work with Aboriginal leadership in partnership and collaboration, not only in efforts to engage Aboriginal residents, or in reconciliation efforts, but also as a matter of practice.

The City can:

- continue and expand it's work to ensure that there is equitable access to jobs, training, and overall involvement in the business operations of the City
- continue to engage in education and awareness initiatives about the history and continuation of colonialism in Canada and the achievements of Indigenous Canadians
- facilitate equitable representation on city committees, making efforts to hear from marginalized voices in all communities
- conduct an evaluation of community engagement practices to determine ways to more effectively engage Aboriginal residents in community feedback efforts
- work internally (e.g. Placemakers program) and with other groups – BIDs, arts organizations, foundations, etc. - to ensure that Aboriginal artists and communities have equitable access to program and project funding
- implement corporation-wide professional development on the topic of Reconciliation