

PUBLIC AGENDA GOVERNANCE AND PRIORITIES COMMITTEE

Wednesday, May 15, 2024, 9:30 a.m. Council Chamber, City Hall

Committee Members:

Deputy Mayor M. Loewen, Chair His Worship Mayor C. Clark Councillor C. Block Councillor T. Davies Councillor R. Donauer Councillor B. Dubois Councillor S. Gersher Councillor J. Gough Councillor D. Hill Councillor Z. Jeffries Councillor D. Kirton

Submissions providing comments and/or requesting to speak will be accepted for public meetings using the online form at <u>Saskatoon.ca/write-letter-council committees</u>. If your submission includes a request to speak, you will be contacted by a representative from the City Clerk's Office with further information. Submissions will be accepted no later than 5:00 p.m. on the Monday the week of the meeting.

Pages

1. CALL TO ORDER

The Chair will call the meeting to order on Treaty 6 Territory and the Traditional Homeland of the Métis People and confirm roll call.

2. CONFIRMATION OF AGENDA

Recommendation

That the agenda be confirmed as presented.

3.	DECI	ARATION OF CONFLICT OF INTEREST	
4.	ADO	PTION OF MINUTES	6 - 16
	That	mmendation the minutes of meeting of the Governance and Priorities Committee dated 10, 2024 be adopted.	
5.	UNFI	NISHED BUSINESS	
6.	REQ	JESTS TO SPEAK (new matters)	
7.	COMMUNICATIONS (requiring the direction of the Committee)		
	7.1	Saskatoon Police Service - Community Policing to Community Governance [GPC2024-0503]	17 - 23
		An email from the Board of Police Commissioners, dated April 5, 2024 is provided along with a report of the Saskatoon Police Service, dated March 8, 2024.	
		A representative from the Saskatoon Police Service will be in attendance to speak to the matter.	
		Recommendation That the information be received.	
8.	ADM	NISTRATIVE AND LEGISLATIVE REPORTS	

- 8.1 Decision Reports
 - 8.1.1 Julia Adamson Friends of the Saskatoon Afforestation Areas 24 41 Inc. – Proclamations Limited to One Per Year for Organizations [GPC2024-0305]

A report of the City Solicitor's Office is provided.

Recommendation

That the Governance and Priorities Committee recommend to City Council that Policy No. C01-028, *The Flag and Proclamations Policy* be amended to:

- Allow an organization to apply for up to two proclamations per calendar year (Option 2: Change the Policy to Allow Two Proclamations Per Organization Per Calendar Year); and
- 2. Add requests for lighting displays at civic facilities to the Policy using the same criteria as flag raisings.

8.2 Approval Reports

8.3 Information Reports

Recommendation

That the reports submitted as Items 8.3.1 to 8.3.7 be received as information.

8.3.1	Delivering on the 2022-2025 Strategic Plan - 2023 Progress Report [GPC2024-0502]	42 - 118
	A report of the Strategy and Transformation Division is provided.	
8.3.2	2023 Report on Service, Savings and Sustainability (SSS) [GPC2024-0501]	119 - 191
	A report of the Strategy and Transformation Division is provided.	
8.3.3	Public Safety and Communication [CC2024-0105]	192 - 198
	A report of the Saskatoon Fire Department is provided.	
8.3.4	Access to Public Washrooms	
	A report is forthcoming.	
8.3.5	Saskatoon Municipal Review Commission – Council Resourcing Recommendations [GPC2024-0504]	199 - 204

A report of the City Clerk's Office is provided.

8.3.6 2024 Local Government Elections - Establishment of Polls (Including Special Polls and Homebound Voting), Polling Places and Hours of Voting [GPC2023-0502]

A report of the City Clerk's Office is provided.

8.3.7 2024 Local Government Election - Remuneration of Election 215 - 216 Officials [GPC2023-0502]

205 - 214

A report of the City Clerk's Office is provided.

- 9. MOTIONS (notice previously given)
- 10. URGENT BUSINESS
- 11. GIVING NOTICE
- 12. VERBAL UPDATES
 - 12.1 Council Members His Worship the Mayor, FCM/SUMA, Boards, Committees and Commissions
 - 12.2 Administration

13. IN CAMERA SESSION

Recommendation

That the Committee move In Camera to consider the following items.

- 13.1 Verbal Updates
 - 13.1.1 Council Members His Worship the Mayor; FCM/SUMA; Boards, Committees & Commissions; Personnel Subcommittee (if required)
 - 13.1.2 Administration
 - 13.1.2.1 City Manager Updates

[In Camera - Sections 13, 14, 15(1), 16(1), 17, 18(1), 19 and 20 LAFOIP]

13.2 Code of Conduct - Complaint

[In Camera - Solicitor/Client Privilege; Personal Information; Investigation - Sections 14,16(1)(b), 21 and 28 of LAFOIP]

13.3 Appointments - Boards, Commissions and Committees [CK 225-4-3]

In Camera - Consultations/Deliberations; Personal Information -Sections 16(1)(c) and (d) and 28 of LAFOIP]

- 13.3.1 Appointments Diversity, Equity and Inclusion Advisory Committee
- 13.3.2 Appointments and Resignation Saskatoon Accessibility Advisory Committee
- 13.3.3 Appointments Saskatoon Environmental Advisory Committee
- 13.3.4 Appointments Marr Residence Management Board
- 13.3.5 Appointments Municipal Planning Commission
- 13.3.6 Appointments Board of Revision
- 13.3.7 Appointments Centennial Auditorium and Convention Centre Corporation Board of Directors and Centennial Auditorium Foundation Board of Directors (TCU Place)
- 14. RISE AND REPORT
- 15. ADJOURNMENT



PUBLIC MINUTES

GOVERNANCE AND PRIORITIES COMMITTEE

Wednesday, April 10, 2024, 9:30 a.m. Council Chamber, City Hall

- PRESENT: Deputy Mayor C. Block His Worship Mayor C. Clark Councillor T. Davies Councillor R. Donauer Councillor B. Dubois Councillor H. Gough Councillor D. Hill Councillor Z. Jeffries, at 9:42 a.m. Councillor D. Kirton Councillor M. Loewen
- ABSENT: Councillor S. Gersher
- ALSO PRESENT: City Manager J. Jorgenson City Solicitor C. Yelland City Clerk A. Tittemore Deputy City Clerk S. Bryant

1. CALL TO ORDER

The Chair called the meeting to order on Treaty 6 Territory and the Traditional Homeland of the Métis People and confirmed roll call.

2. CONFIRMATION OF AGENDA

Moved By: Councillor Dubois

- 1. That the following requests to speak be added to Item 7.1:
 - o Tribal Chief Mark Arcand, Saskatoon Tribal Council;
 - Robert Pearce;
 - Riley Chouinard; and

2. That the agenda be confirmed as amended.

In Favour (9): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Kirton, and Councillor Loewen

Absent (2): Councillor Gersher, and Councillor Jeffries

CARRIED UNANIMOUSLY

3. DECLARATION OF CONFLICT OF INTEREST

There were no declarations of conflict of interest.

4. ADOPTION OF MINUTES

Moved By: Councillor Hill

That the minutes of meeting of the Governance and Priorities Committee dated March 13, 2024 be adopted.

In Favour (9): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Kirton, and Councillor Loewen

Absent (2): Councillor Gersher, and Councillor Jeffries

CARRIED UNANIMOUSLY

5. UNFINISHED BUSINESS

6. **REQUESTS TO SPEAK (new matters)**

7. COMMUNICATIONS (requiring the direction of the Committee)

7.1 Community Changes and Response to Emergency Shelters [CC2024-0105]

A report of the Saskatoon Police Service was provided along with the following requests to speak:

- Tribal Chief Mark Arcand, Saskatoon Tribal Council;
- Robert Pearce; and
- Riley Chouinard.

A/Chief of Police, D. Haye and A/Chief of Saskatoon Fire, A. Tataryn presented the report. A/Chief Haye responded to questions of Committee.

Councillor Jeffries entered the meeting at 9:42 a.m.

Saskatoon Tribal Chief Mark Arcand addressed committee and responded to questions. City Clerk Tittemore spoke to process for Chief Arcand to submit a document referenced.

Robert Pearce addressed committee and responded to questions.

Ashley Shingoose spoke in place of Riley Chouinard and responded to questions.

Discussion continued and the following administration responded to questions of Committee:

- City Clerk Tittemore
- City Manager Jorgenson
- A/Chief Haye
- Assistant Fire Chief Raymer
- A/Chief Tataryn

- Director of Public Relations & Strategic Communications Edwards (Saskatoon Police)

The Committee recessed at 11:20 a.m. and reconvened at 11:32 a.m. with all members in attendance with the exception of Councillors Gersher, Davies, Donauer, and Dubois. Councillors Davies, Donauer, and Dubois entered the meeting respectively at 11:33 a.m., 11:34 a.m. and 11:35 a.m.

Moved By: Councillor Hill

That the information be received.

In Favour (10): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Jeffries, Councillor Kirton, and Councillor Loewen

Absent (1): Councillor Gersher

CARRIED UNANIMOUSLY

8. ADMINISTRATIVE AND LEGISLATIVE REPORTS

8.1 Decision Reports

8.1.1 Governance Review – Other Bodies – Development Appeals Board and Municipal Planning Commission [GPC2024-0402]

A report of the City Solicitor's Office is provided. The report is being tabled at this meeting to be considered at the June 12, 2024 meeting of the Committee.

Moved By: Councillor Dubois

That the report of the City Solicitor's Office dated April 10, 2024 entitled "Governance Review - Other Bodies - Development Appeals Board and Municipal Planning Commission", be tabled and considered at the June 12, 2024 meeting of the Governance and Priorities Committee.

In Favour (10): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Jeffries, Councillor Kirton, and Councillor Loewen

Absent (1): Councillor Gersher

CARRIED UNANIMOUSLY

8.2 Approval Reports

8.2.1 Saskatoon Appeal Board Terms of Reference [GPC2023-0601]

A report of the City Solicitor's Office was provided.

City Solicitor Yelland presented the report and responded to questions of Committee.

Moved By: Councillor Gough

That the Governance and Priorities Committee recommend to City Council that the Terms of Reference for the new Saskatoon Appeal Board be approved.

In Favour (10): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Jeffries, Councillor Kirton, and Councillor Loewen Absent (1): Councillor Gersher

CARRIED UNANIMOUSLY

8.3 Information Reports

Moved By: Councillor Dubois

That the reports submitted as Items 8.3.1 to 8.3.3 be received as information.

In Favour (10): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Jeffries, Councillor Kirton, and Councillor Loewen

Absent (1): Councillor Gersher

CARRIED UNANIMOUSLY

8.3.1 VIA Rail and CN Main Line Proposal – Perspectives from Discover Saskatoon and the Saskatoon Regional Economic Development Authority [GPC2023-1201]

A report of the City Manager's Office was provided.

City Manager Jorgenson presented the report.

Stephanie Clovechok, CEO, Discover Saskatoon was in attendance via teleconference and responded to questions of Committee.

Moved By: Mayor Clark

That the report be forwarded to Mayors Aalbers (Lloydminster), Philipchuk (Warman), and Hippsley (Yorkton).

In Favour (10): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Jeffries, Councillor Kirton, and Councillor Loewen

Absent (1): Councillor Gersher

CARRIED UNANIMOUSLY

8.3.2 2024 Local Government Elections – Appointment of Returning Officer [GPC2023-0502]

A report of the City Clerk's Office was provided.

City Clerk Tittemore presented the report and responded to questions of Committee.

8.3.3 Council Communications and Constituency Relations Allowance - Update January 1 to March 31, 2024 [GPC2024-0404]

A report of the City Clerk's Office was provided.

City Clerk Tittemore presented the report.

Councillor Gough provided an update on a chili night community event she recently hosted.

9. MOTIONS (notice previously given)

- 10. URGENT BUSINESS
- 11. GIVING NOTICE

12. VERBAL UPDATES

12.1 Council Members - His Worship the Mayor, FCM/SUMA, Boards, Committees and Commissions

Councillor Dubois provided an update regarding the upcoming SUMA conference to be held in Regina, SK beginning April 14, 2024.

Councillor Hill provided an update regarding the SAMA annual general meeting.

12.2 Administration

13. IN CAMERA SESSION

Moved By: Councillor Donauer

That the Committee move In Camera to consider the following items.

In Favour (10): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Jeffries, Councillor Kirton, and Councillor Loewen

Absent (1): Councillor Gersher

CARRIED UNANIMOUSLY

The public portion of the meeting recessed at 12:12 p.m.

13.1 Verbal Updates

13.1.1 Council Members - His Worship the Mayor; FCM/SUMA; Boards, Committees & Commissions; Personnel Subcommittee (if required)

13.1.2 Administration

13.1.2.1 City Manager Updates

[In Camera - Sections 13, 14(1), 15(1), 16(1), 17(1), 18(1), 19 and 20 LAFOIP]

13.2 Overdose Outreach Team – Service Level Change

This item was withdrawn.

13.3 Council Code of Conduct - Complaint

[In Camera - Solicitor/Client Privilege; Personal Information; Investigation - Sections 14,16(1)(b), 21 and 28 of LAFOIP]

13.4 Appointments - Boards, Commissions and Committees [CK 225-4-3]

In Camera - Consultations/Deliberations; Personal Information - Sections 16(1)(c) and (d) and 28 of LAFOIP]

- 13.4.1 Appointment Diversity, Equity and Inclusion Advisory Committee
- 13.4.2 Appointment Municipal Heritage Advisory Committee
- 13.4.3 Appointment Saskatoon Accessibility Advisory Committee
- 13.4.4 Appointment Municipal Planning Commission
- 13.4.5 Appointment General Superannuation Plan Trustee Appointed by City Council

13.4.6 Resignation - Public Art Advisory Committee

14. RISE AND REPORT

The Committee convened *In Camera* at 12:12 p.m. with the following in attendance as noted:

- All Committee members, with the exception of Councillor Gersher
- City Manager Jorgenson
- City Solicitor Yelland
- City Clerk Tittemore
- Deputy City Clerk Bryant
- Chief Financial Officer Hack (virtual)
- General Manager, Community Services Lacroix
- General Manager, Environment & Utilities Gardiner
- General Manager, Transportation & Construction Schmidt
- Chief Strategy and Transformation Officer Anger
- Chief Public Policy and Government Relations Jordan (virtual)
- Chief Human Resources Officer McInnes (virtual)
- Chief of Staff Beveridge (virtual)
- Director of Saskatoon Land Long, for portion of item 13.1.2.1
- Director of Communications and Public Engagement Blumers, for portion of item 13.1.2.1
- Media Relations Manager Rogstad, for portion of item 13.1.2.1
- Director of Planning and Development Anderson, for portion of item 13.1.2.1

The meeting recessed at 1:09 p.m. and reconvened at 2:00 p.m. with all members of Committee in attendance with the exception of Councillors Davies and Gersher.

All administration were excused for item 13.3, with the exception of the City Manager, City Solicitor, and City Clerk. Integrity Commissioner A. Kruk was in attendance via teleconference.

All administration were excused for item 13.4, with the exception of the City Manager, City Solicitor, City Clerk and Deputy City Clerk.

Councillor Jeffries excused himself from the meeting at 3:54 p.m. Councillor Davies re-entered the meeting virtually at 4:04 p.m.

The Committee moved to rise and report. The *In Camera* portion of the meeting recessed at 4:25 p.m.

Committee reconvened publicly, and reported as follows:

13.1 Verbal Updates

13.1.1 Council Members - His Worship the Mayor; FCM/SUMA; Boards, Committees & Commissions; Personnel Subcommittee

Moved By: Councillor Dubois

That the information and the discussion remain *In Camera* under Sections 13, 14(1), 15(1), 16(1), 17(1), 18(1), 19, 20 and 21 of *LAFOIP*.

In Favour (9): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Kirton, and Councillor Loewen

Absent (2): Councillor Gersher, and Councillor Jeffries

CARRIED UNANIMOUSLY

13.1.2 Administration

13.1.2.1 City Manager Updates

[In Camera - Sections 13, 14(1), 15(1), 16(1), 17(1), 18(1), 19 and 20 LAFOIP]

That the information and discussion remain *In Camera* under Sections 13, 14(1), 15(1), 16(1), 17(1), 18(1), 19 and 20 of *LAFOIP*.

In Favour (8): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Kirton, and Councillor Loewen

Against (1): Councillor Hill

Absent (2): Councillor Gersher, and Councillor Jeffries

CARRIED UNANIMOUSLY

13.2 Overdose Outreach Team – Service Level Change

This item was withdrawn.

13.3 Council Code of Conduct - Complaint

[In Camera - Solicitor/Client Privilege; Personal Information; Investigation - Sections 14,16(1)(b), 21 and 28 of LAFOIP]

Moved By: Councillor Dubois

That the information and the discussion remain *In Camera* under Section 14, 16(1)(b), 21 and 28 of *LAFOIP*.

In Favour (9): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Kirton, and Councillor Loewen

Absent (2): Councillor Gersher, and Councillor Jeffries

CARRIED UNANIMOUSLY

13.4 Appointments - Boards, Commissions and Committees [CK 225-4-3]

[In Camera - Consultations/Deliberations; Personal Information - Sections 16(1)(c) and (d) and 28 of LAFOIP]

13.4.1 Appointment - Diversity, Equity and Inclusion Advisory Committee

13.4.2 Appointment - Municipal Heritage Advisory Committee

13.4.3 Appointment - Saskatoon Accessibility Advisory Committee

13.4.4 Appointment - Municipal Planning Commission

13.4.5 Appointment - General Superannuation Plan - Trustee Appointed by City Council

13.4.6 Resignation - Public Art Advisory Committee

Moved By: Councillor Dubois

1. That the recommended appointments to Boards, Commissions and Committees and any further direction, as noted by the City Clerk, be reported to the April 24, 2024 Regular Business meeting; and 2. That the information and discussion remain *In Camera* under *Sections* 16(1)(c) and (d) and 28 of LAFOIP.

In Favour (9): Councillor Block, Mayor Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Kirton, and Councillor Loewen

Absent (2): Councillor Gersher, and Councillor Jeffries

CARRIED UNANIMOUSLY

15. ADJOURNMENT

The meeting adjourned at 4:29 p.m.

Deputy Mayor C. Block

City Clerk A. Tittemore

Walter, Penny

Subject: FW: Email - Board of Police Commissioners - Community Policing to Community Governance - File CK 5000-1

From: Walter, Penny <<u>Penny.Walter@Saskatoon.ca</u>>
Sent: Friday, April 5, 2024 3:27 PM
To: Web E-mail - City Clerks <<u>City.Clerks@Saskatoon.ca</u>>
Subject: Email - Board of Police Commissioners - Community Policing to Community Governance - File CK 5000-1

Good Afternoon City Clerk Tittemore,

The Board of Police Commissioners, at its public meeting held on March 21, 2024, considered a report of the Interim Chief of Police dated March 8, 2024 and resolved in part that the report be forwarded to the appropriate committee of Saskatoon City Council for a response.

The full minutes and video are available here with Item 4.1.

Penny Walter

Secretary to the Board of Police Commissioners c/o The City Clerk's Office, City of Saskatoon 222 3rd Avenue North | Saskatoon, SK S7K 0J5 *Treaty 6 Territory & Homeland of the Métis* <u>Secretary@saskatoonpolicecommission.com</u> <u>https://saskatoonpolicecommission.com/</u>

If you receive this email in error, please do not review, distribute or copy the information. Please contact the sender and delete the message and any attachments.

"PUBLIC AGENDA"



- TO: Shirley Greyeyes, Chairperson Board of Police Commissioners
- FROM: David Haye Chief of Police
- **DATE:** 2024 March 08
- SUBJECT: Current State to Future State: Community Policing to Community Governance

FILE NO.: 2,001

ISSUE:

The Saskatoon Police Service (SPS) has been requested by the Saskatoon Board of Police Commissioners (BOPC) to report on existing programs for community policing and identify opportunities to achieve greater proactivity in neighbourhoods with disproportionate crime rates; in order to embrace opportunities for co-creating community safety.

<u>RECOMMENDATION</u>:

That the report be received for information.

STRATEGIC PRIORITY:

This report encompasses three of the five priorities from the SPS 2020-2024 Strategic Plan:

Crime & Safety – develop effective strategies to combat the changing facets of crime and its causes; and address community concerns that affect public safety.

Partnerships – enrich the relationships between the SPS and communities; and work with all levels of government to develop solutions to address community safety, health and social challenges.

Communication – ensuring communication with the public to maintain transparency and public trust

BACKGROUND:

Prior to engaging in a discussion regarding community policing efforts, it is necessary to do two things: apply a definition to "community policing" and establish a common understanding of "crime rates".

Community Policing

A philosophical approach, rather than a set of programs or tactics, which sees police services work in partnership with the community to address local safety programs. There are three elements to this philosophy: community partnerships, problem solving, and organizational transformation.¹

Community Partnerships	Organizational Transformation	Problem Solving			
Collaborative partnerships	The alignment of organizational	The process of engaging in the			
between the police and the	management, structure, personnel, and	proactive and systematic			
individuals and organizations they	information systems to support	examination of identified problems			
serve to develop solutions to	community partnerships and proactive	to develop effective responses that			
problems and increase public	problem solving.	are evaluated rigorously.			
trust.	 Agency management 	• Scanning: Identifying and			
Other government	Organizational structure	prioritizing problems			
departments and	• Personnel	Analysis: Analyzing			
agencies	• Information systems	Response: Responding to			
Community		problems			
members/groups		• Assessment: Assessing			
Community-based		problem solving initiatives			
organizations/Service		1 C			
providers					
Private businesses					
Media					

Community Policing Framework

Crime Rates

The Canadian Centre for Justice Statistics (CCJS) is an office contained within Statistics Canada that is responsible for collecting all information pertaining to the extent and nature of crime in Canada. Police reported crime, "crime rates", *are based upon the public coming forward to report the occurrence of a crime*. Police reported crime includes cases that do not result in a charge being laid or lead to a conviction.²

Current State

Since 2017, the SPS has made a number of operational and organizational refinements which have brought the Service closer to the ideal model above. Increases to operational capacity through the formation of the Community Mobilization Unit and the Alternative Response Officers have been paired with internal re-organization initiatives aimed at greater community

¹ Drew Diamond and Deirdre Mead Weiss, Advancing Community Policing Through Community Governance: A Framework Document (Washington, D.C., Department of Justice, Office of Community Oriented Policing Services, May 2009), last accessed February 24, 2024: https://portal.cops.usdoj.gov/resourcecenter/RIC/Publications/cops-p161-pub.pdf

² Public Safety Canada, Measuring Crime in Canada (2010), last accessed February 24, 2024: <u>https://www.publicsafety.gc.ca/cnt/rsrcs/pblctns/msrng-cnd/index-en.aspx</u>

policing efficacy: the shrinking of patrol geographic boundaries, realignment of the Community Liaison Officers and the inception of the Community Engagement Division, to name a few. These internal efforts have been bolstered by a number of externally facing initiatives that have increased our community footprint and avenues of access to our decision makers, such as the inception of the Indigenous Women and Two-Spirit Advisory Circle, our Pride Barbecue, and our constant operational support to Saweyihtotan Mobile Services.

In addition to the organizational changes we've made, as indicated by the model above community policing does not exist in a vacuum. The SPS plays a lead role, with varying degrees of organized collaboration amongst an array of community partners. These community partners are critical in accurately responding to identified issues, since not all issues the police may deal with are criminal in nature. In Fear of Crime and the Neighbourhood Context in Canadian *Cities*, non-criminal factors such as neighbourhood characteristics and individual perceptions were identified as creating downstream issues for police.³ These findings were similar to those in Exploring the Link Between Crime and Socio-Economic Status in Ottawa and Saskatoon: A Small Area Geographic Analysis.⁴ In that study, it was found that neighbourhoods with such factors as high unemployment, socio-economic disadvantage, population density, older and rundown (rental) property, elevated truancy rates, drug use, female single parents, and Indigenous ethnicity all contributed to higher levels of actual victimization by crime, disproportionate to other neighbourhoods without this aggregate of factors.⁵ While there is an obvious and important public safety role that police must play, many of the factors identified in these studies are not ones that it is possible or appropriate for the SPS to address, hence the criticality of the current slate of community policing partnerships that we maintain.

At present, community policing partners are from all levels of government, community-based organizations (CBOs), businesses, primary, secondary and post-secondary education systems, and community organizations. A sample of SPS units and organizations involved in the community policing relationship and some areas of intersection are as follows:

SPS Patrol, Community Mobilization Unit, School Resource Officers, Community Liaison Officers, Equity and Cultural Engagement Unit, Alternative Response Officers, Bike Unit, Victim Services, Vice Unit, and Traffic Unit. Activities include uniform patrols, call response, school visits, CBO visits, bike rodeos, charity events, cultural and ceremonial attendance, victim support, neighbour disputes, shelter visits, transports, license checks, escorts, file investigation, Community Police Academy, COPS Cadets, community groups and steering committees. Citizens are proactively interacted with in person at ceremonial/cultural/remembrance and march events, on the Beat, at meetings, during presentations and town halls, and upon demand.

³ Robin Fitzgerald, *Fear of Crime and the Neighbourhood Context in Canadian Cities* (Ottawa: Canadian Centre for Justice Statistics, Statistics Canada, 2008), last accessed February 28, 2024: <u>https://www.publicsafety.gc.ca/lbrr/archives/cnmcs-plcng/statcan-cirps-no13-eng.pdf</u>

⁴ Peter Kitchen, Exploring the Link Between Crime and Socio-Economic Status in Ottawa and Saskatoon: A Small-Area Geographic Analysis (Ottawa: Department of Justice, Research and Statistics Division, 2006), last accessed February 27, 2024: <u>https://www.justice.gc.ca/eng/rp-pr/csj-sjc/crime/rr06_6/rr06_6.pdf</u>

⁵ Ibid.

- **SFD** Overdose Outreach Team, Encampment Team, Fire Inspectors, Safe Housing Task Force, consistently conducting proactive public safety activities directly with the SPS.
- CoS Mayor and Council, City Manager, Planning, and Community Services. Occasionally support public safety activities for the SPS, largely on demand, such as Safety Audits, Local Area Plans, and Crime Prevention Through Environmental Design (CPTED) reviews, information sharing of constituent concerns, and neighbourhood improvement.
- **Province** Saskatchewan Health Authority, Ministries of Social Services, Justice, Corrections, Policing and Public Safety. Provides funding for SPS and partner agency programming and informs proactive policing activities through committee work, facility visits, case plans.
- **Indigenous** Saskatoon Tribal Council, Central Urban Metis Federation Inc., Metis Nation Saskatchewan, Federation of Sovereign Indigenous Nations. Consistently conducting proactive public safety activities directly with the SPS through committee work, facility visits, case plans, and information sharing of constituent concerns.
- **CBOs** Salvation Army, Sanctum, Prairie Harm, Chokecherry Studios, Egadz, Quint, Friendship Inn, area churches, STR8UP. Proactive public safety activities conducted through shelter support, committee and program meetings, joint initiatives, facility support, and information sharing of client concerns.
- **Education** Saskatoon Public Schools, Greater Saskatoon Catholic Schools, Saskatchewan Indian Institute of Technology, Universities of Saskatchewan and Regina. Proactive and reactive public safety activities conducted through SPS attendance at school events and calls, community research, committee meetings, and practicum support.
- **Grassroots** Sage Clan, Community Associations, citizen issue groups. Proactive and reactive public safety activities conducted through operational material and personnel support by SPS members, committee work, board work, police statistics sharing and information sharing of citizen concerns.

DISCUSSION:

Future State

While community policing has been effective in developing collaborative solutions to a number of challenges facing public safety, the fact remains that this model is police-led and poorly equipped to address larger, systemic, and social issues. The co-creation of community safety becomes much more difficult for the police to facilitate as the scope and scale of the community issues increase. In that case, a new paradigm and leadership other than by the police is required.

Within the new paradigm the police still have a critical support role to play, but unlike the community policing model, leadership of community safety initiatives are not the sole responsibility of the police.

With the size of the community safety challenges increasing, so too must the mechanism to address them. The evolution from police-led community policing to city-led "community governance" is one such paradigm. Community governance takes the leadership position that the police play in community policing, and spreads that leadership effort across the entire municipal government.⁶ Principles that community governance follow include:

- Sharing the responsibility for community safety and quality of life between local government and the community, rather than the sole purview of the police;
- Stressing community well-being outcomes (ie. health and safety), rather than mere outputs (ie. number of tickets);
- Recognizing that the activities of one city department affect other departments;
- Providing a holistic approach to local government service delivery that breaks down organizational barriers; and
- Encouraging community and municipal stakeholders to pool expertise and limited resources to address community problems.

These principles in turn inform four key functional elements that are required for community governance to work:

- 1. Partnerships among municipal departments
- 2. Partnerships with the community
- 3. City administration leading problem-solving efforts
- 4. Organizational change

Community Governance Francwork				
Partnerships among municipal departments	Partnerships with the community			
Operationalizing partnerships	Operationalizing partnerships			
Role of Leadership	Role of Leadership			
Challenges to implementation and sustainability	Challenges to implementation and sustainability			
 Poor relations amongst departments 	 Building partnerships are hard work 			
 Unsuccessful past collaborations 	Lack of community interest			
• Lack of interest by employees/sub-leaders	Community concerns			
	Personnel concerns by community			
City-led problem-solving efforts	Organizational change			
Operationalizing partnerships	Operationalizing partnership			
Role of Leadership	Organizational management			
Challenges to implementation and sustainability	Organizational structure			
 Lack of community interest 	Personnel practices			
Technological challenges	 Technology and information systems 			
	Role of Leadership			
	Challenges to implementation and sustainability			
	Allocation of resources			
	Political support			
	Lack of consistent leadership			

Community Governance Framework

5

⁶

Diamond and Weiss, Advancing Community Policing ...

The advantage enjoyed by the SPS and the City of Saskatoon in the implementation of an evolved public safety paradigm is that some of the intellectual infrastructure already exists. As the homeless population has grown and the intricacies of complex needs service delivery has been discussed, collaboration amongst some civic departments has necessarily increased. The advent of a coordinated safety committee following the establishment of the original Emergency Wellness Center on 1st Avenue, includes senior managers from the SPS, SFD, and the city with an established record of working together on public safety issues. What remains, however, is for the membership of the coordinated committee to follow the community governance model and become formally established, transfer leadership for community safety issues to the city administration and expand the group's membership to include all civic departments. This step would echo the research and community governance model design that substantiates how the co-production of public safety can be influenced as much by the development of a community gathering space or the removal of garbage and graffiti as it can by increased police patrols.

BUDGET IMPLICATIONS:

Community policing relationships with external stakeholders will continue as before, with the only activity increase being the enhancement and formalization of management and operational relationships between the SPS and across the corporation. Staff time for meetings at the administrative level is already an expected performance cost. There is no budget impact associated with increased municipal collaboration associated to the removal of barriers between city departments and a more public safety-focused approach for civic services that are already being performed.

CONCLUSION:

While the SPS has been practicing community policing for some time, a number of challenges are on the near horizon. An ever-increasing number of homeless and actively addicted people whose needs outstrip the collective capacity to serve them, loss of low-income rental units following a commercial landlord collapse, and the closure of an educational gathering place in a core neighbourhood are but a few of the community pressures that impact public safety and drive police involvement in neighbourhoods. Community policing alone cannot bring enough appropriate resources to bear. The community policing model also leaves the SPS as the lead in addressing community safety issues that are in fact widespread and the purview of governments. What will provide greater efficacy going forward, is the evolution of community policing into a community governance approach. Thus, by continuing to support the fledgling whole-of-government approach that is already occurring in some capacity at the city, and leveraging existing community relationships to promote a new and more comprehensive paradigm, the SPS will continue to do its part as a co-contributor to public safety in Saskatoon.

Written by:	Darren Pringle, Superintendent, Patrol
Approved by:	Cameron McBride, Deputy Chief, Operations
Submitted by:	David Haye, Chief of Police

Julia Adamson – Friends of the Saskatoon Afforestation Areas Inc. – Proclamations Limited to One Per Year for Organizations

ISSUE

Should the City amend Policy No. C01-028, *The Flag and Proclamations Policy* to increase the number of proclamation requests an organization can apply for annually?

BACKGROUND

2.1 History

At its <u>Regular Business Meeting on October 28, 2019</u>, City Council adopted Policy No. C01-028, *The Flag and Proclamations Policy* (the "Policy"). The passage of this Policy was the initial step in taking a comprehensive approach to addressing existing and emerging protocol related issues for City Council.

At its meeting held on <u>March 13, 2024</u>, the Governance and Priorities Committee ("GPC") considered a communication submitted on behalf of the Friends of the Saskatoon Afforestation Areas Inc. requesting organizations be permitted to apply for more than one proclamation in a year. GPC resolved:

That Administration review the policy and report back regarding increasing the number of proclamation requests an organization can apply for annually.

2.2 Current Status

The Administration will be bringing forward a new Protocol Policy which encompasses a number of different topics that have already been the subject of reports to City Council. Changes were not planned to the flags and proclamations portion of the new Policy, but it is intended that the provisions of this Policy be incorporated into the new Protocol Policy.

The Administration has also started to receive requests to install lighting displays at civic facilities. The City Clerk's Office has been using the criteria in this Policy to also evaluate those requests.

2.3 Public Engagement

The Administration has not completed any public engagement with respect to this issue. GPC requested this report in response to a communication and presentation by a member of the public on this issue.

2.4 City of Saskatoon's Current Approach

Currently, the Policy provides that any organization may request only one flag raising, one proclamation or one combination of flag raising and proclamation within a calendar year (January 1 to December 31).

2.5 Approaches in Other Jurisdictions

Different jurisdictions handle the issue of proclamations in different ways. However, many municipalities have a policy that allows for proclamations.

The Cities of Calgary, Toronto, and London all have policies that limit requests for proclamations to one per calendar year per organization. The City of Waterloo and City of Winnipeg policies provide that they shall not issue proclamations. The Cities of Edmonton, and Vancouver issue proclamations but details about the number of proclamations allowed per year per organization were not found on their websites.

OPTIONS

Option 1: Status Quo

This option proposes no changes to the Policy. The current rule with respect to one proclamation, one flag raising or one combination flag raising/proclamation per calendar year per organization would continue.

Advantages:

- No changes to the City's current processes would be required.
- No Policy amendments would be required.

Disadvantages:

• Organization that has raised this issue would continue to only be allowed one proclamation per calendar year.

Option 2: Change the Policy to Allow Two Proclamations Per Organization Per Calendar Year

This option proposes to raise the limit in the current Policy from one to two permitted proclamations per year. The number two has been chosen, but the number could be changed to any other number such as three or four. The point of this option would be to simply continue to have a limit on the number of proclamations allowed under the Policy but increase the number from one to another number.

Advantages:

- Increases the number of proclamations allowed per calendar year per organization.
- Maintains some limit on the number of proclamations that would be required to be processed by the City Clerk's Office.

Disadvantages:

• Unlimited proclamations per calendar year per organization would continue to not be allowed under the Policy.

Option 3: Change the Policy to Remove the Limit on the Number of Proclamations Per Organization Per Calendar Year Allowed

This option proposes to remove the limit in the current Policy from one request per year to allow for an organization to make unlimited requests for proclamations.

Advantages

• Would allow any organization to request an unlimited number of proclamations per calendar year.

Disadvantages

• Would increase the number of proclamations required to be processed by the City Clerk's Office every year.

RECOMMENDATION

That the Governance and Priorities Committee recommend to City Council that Policy No. C01-028, *The Flag and Proclamations Policy* be amended to:

 Allow an organization to apply for up to two proclamations per calendar year (Option 2: Change the Policy to Allow Two Proclamations Per Organization Per Calendar Year); and
 Add requests for lighting displays at civic facilities to the Policy using the same criteria as flag raisings.

RATIONALE

There is no legal requirement for the City to grant requests for proclamations or flag raisings. It is not essential to the operations of the City of Saskatoon. The City is not required to have a Policy that allows for proclamations and flag raisings. It is a service that the City can choose to provide or not. In fact, issuing proclamations and allowing for flag raisings increases risk to the City of Saskatoon. There has been legal action and criticism leveled against municipalities for issuing proclamations in recognition of some causes and not others or agreeing to a flag raising in some circumstances and not others.

However, many municipalities do have a policy that allows for both proclamations and flag raisings. In 2019, the City undertook an extensive review of our Policy, and a new Policy was adopted by City Council to ensure the rules around when the City would consider a request for a proclamation or a flag raising were clear. The City has operated successfully under the new rules for the past number of years.

We note that similar to the City of Saskatoon, the Cities of Calgary, Toronto and London only allow for one proclamation per calendar year per organization.

Raising the limit from one to another defined number is manageable under our current practices with respect to proclamations. However, the Administration would prefer that the Policy continue to include a defined number of proclamations allowed per year to minimize the number of requests the City may receive. The Administration is not proposing any changes to the number of flag raisings allowed per year or the number of combination proclamation/flag raisings allowed per year. As there is limited access to the flag poles located at City Hall, it would be problematic to increase this number. The Administration has proposed the limit be increased to two proclamations per year, but another number such as three or four could be substituted.

The City also now receives lighting requests in addition to requests to issue proclamations or flag raisings. Commonly, these are a request to light up City Hall for a specific event. The Administration has been handling these requests using the flag raising and proclamations criteria. However, it would be of assistance to specifically include these requests in the Policy. Therefore, the Administration is recommending that requests for lighting displays at civic facilities be added to the Policy and that the same criteria as flag raisings be used to evaluate these requests. The Administration has reviewed the practices of some other municipalities with respect to lighting requests and they appear to handle them in a similar format.

ADDITIONAL IMPLICATIONS/CONSIDERATIONS

There are no financial or other implications. The Policy will require amendment if City Council adopts the recommendation or wants to make alternate changes to the Policy.

COMMUNICATION ACTIVITIES

If the decision of City Council results in a change to the Policy, the Administration will update the information on the City's website so that the rules continue to be clear.

APPENDICES

1. Policy No. C01-028, *The Flag and Proclamations Policy*

Report Approval	
Written by:	Cindy Yelland, City Solicitor
Reviewed by:	Adam Tittemore, City Clerk
Approved by:	Jeff Jorgenson, City Manager

Admin Report - Julia Adamson – Friends of the Saskatoon Afforestation Areas Inc. – Proclamations Limited to One Per Year for Organizations.docx

NUMBER *C01-028*

POLICY TITLE The Flag and Proclamations Policy	ADOPTED BY City Council	EFFECTIVE DATE October 28, 2019 REVISED
ORIGIN/AUTHORITY	CITY FILE NO.	PAGE NUMBER
Item 11.2.2 – Legislative Reports	<i>CK. 205-0</i>	1 of 13

1.0 PURPOSE

The purpose of this Policy is to:

- establish a framework and to provide consistent standards to govern requests for flag raisings and proclamations;
- affirm City Council's discretionary authority to recognize individuals, events, organizations or community groups of significance in the City of Saskatoon; and
- identify the City's flag inventory and outline the flag etiquette applicable in respect of the City's flag poles.

2.0 **DEFINITIONS**

- 2.1 "City Clerk" means the person appointed as City Clerk pursuant to Section 85 of *The Cities Act*.
- 2.2 "flag raising" means the ceremonial raising of a flag of another country or organization for the purpose of raising public awareness on the City's designated guest flag poles.
- 2.3 "guest flag" means a flag that is the subject of an approved flag raising request.
- 2.4 "proclamation" means a formal pronouncement typically designating a period of time in recognition of a significant individual, event, organization or matter of interest or benefit to the community.

3.0 BACKGROUND

3.1 Flag Inventory

NUMBER *C01-028*

POLICY TITLE	EFFECTIVE DATE	REVISED	PAGE NUMBER
The Flag and Proclamations Policy	October 28, 2019	NEVICED	2 of 13

- a) Seven permanent flag poles are located at City Hall. The Canadian Flag, the Saskatchewan Flag, the Treaty 6 Territory Flag and the Métis Nation of Saskatchewan Flag are permanently displayed on the flag poles at City Hall. The remaining three flag poles are guest flag poles.
- b) Single flag poles displaying the Canadian Flag are located at the following locations:
 - Civic Square East;
 - the Frances Morrison Library;
 - the John Deere Building;
 - the City Parks Building at Avenue P;
 - all Fire Halls, except Fire Hall #6;
 - the Waste Water Treatment Plant; and
 - the Vimy Memorial.
- c) Fire Hall #6 has three flag poles displaying the Canadian Flag, the Saskatchewan Flag and the International Association of Firefighters' Local 80 Flag.
- d) The following locations have three flag poles displaying the Canadian Flag, the Saskatchewan Flag and the City Flag:
 - the Saskatoon Police Station;
 - TCU Place;
 - SaskTel Centre; and
 - the Civic Operations Centre.
- e) Saskatoon Light & Power has four flag poles displaying the Canadian Flag, the Saskatchewan Flag, the City Flag and the Saskatoon Light & Power Flag.
- f) Flags may be displayed temporarily in City Council Chamber as events necessitate.

NUMBER *C01-028*

POLICY TITLE	EFFECTIVE DATE	REVISED	PAGE NUMBER
The Flag and Proclamations Policy	October 28, 2019		3 of 13

4.0 POLICY

- 4.1 <u>Displaying of Flags</u>
 - a) Three guest flags may be displayed at City Hall at any given time. The Saskatchewan Flag may be removed to accommodate a fourth guest flag, if necessary.
 - b) Flags shall be displayed on the City's flag poles 24 hours per day.
 - c) Permanently displayed flags on the City's flag poles shall only be removed when replacement is required.
 - d) The disposal of flags shall be in accordance with the Government of Canada's *National Flag of Canada Etiquette*.

4.2 <u>Half-Masting</u>

- a) Flags will be flown at the half-mast position as a sign of respect and mourning upon death.
- b) Flags will be flown at half-mast annually, at municipal facilities, to commemorate the following solemn occasions:
 - National Day of Remembrance of the Battle of Vimy Ridge (April 9);
 - National Day of Mourning for Workers Killed or Injured on the Job (April 28);
 - National Day of Remembrance for Victims of Terrorism (June 23);
 - Firefighters' National Memorial Day (Second Sunday in September);
 - Police and Peace Officers' National Memorial Day (Last Sunday in September);

NUMBER *C01-028*

POLICY TITLE	EFFECTIVE DATE	REVISED	PAGE NUMBER
The Flag and Proclamations Policy	October 28, 2019		4 of 13

- Remembrance Day (November 11); and
- National Day of Remembrance and Action on Violence Against Women (December 6).
- c) Flags will otherwise be flown at half-mast in accordance with the Government of Saskatchewan's *Flagging Policy and Procedures*.
- 4.3 General Principles Flag Raising and Proclamation Requests
 - a) Flag raising and proclamation requests will be reviewed and approved by the City Clerk in accordance with this Policy. The City Clerk will arrange for flag raisings.
 - b) Flag raising and proclamation requests will be approved on a first-come first-served basis. An individual or organization does not have exclusive rights to the day, week or month of their request.
 - c) Multi-year flag raising and proclamation requests that are to be repeated indefinitely will not be considered. Requests must be made on an annual basis.
 - d) The City will not incur any expenses related to the advertising or promotion of flag raisings or proclamations, unless the flag raising or proclamation is initiated by a civic department.
 - e) Organizations may request only one flag raising, one proclamation or one combination of flag raising and proclamation within a calendar year (January 1 to December 31).
 - f) Requests for a flag raising or proclamation will not be accepted from third parties on behalf of other organizations.
 - g) Flags will be flown for no longer than seven consecutive days.
 - h) Organizations requesting a flag raising are required to provide the City Clerk's Office with the flag to be raised one week in advance of the flag raising date. Flags shall be of the standard size; three feet (36 inches) by six feet (72 inches).

NUMBER *C01-028*

POLICY TITLE The Flag and Proclamations Policy	EFFECTIVE DATE October 28, 2019	REVISED	PAGE NUMBER 5 of 13
Policy			

4.4 Criteria – Flag Raising and Proclamation Requests

Flag raising and proclamation requests are approved in accordance with the criteria outlined in this Policy.

- a) Flag raising and proclamation requests may be approved for charitable and non-profit organizations to increase public awareness of their causes, promote fundraising activities, support major sporting, cultural and entertainment programs of the City or other civic initiatives.
- b) Flag raising or proclamation requests will not be approved if:
 - i) the organization or request involves commercial enterprise;
 - ii) the organization is a political party or the request is in support of a political party;
 - iii) the organization's undertaking or philosophy, or the request:
 - A) is contrary to City policies or bylaws;
 - B) is contrary to the Canadian Charter of Rights and *Freedoms*;
 - C) espouses hatred, violence, racism or is otherwise discriminatory;
 - D) is politically or religiously motivated;
 - E) is controversial, contentious or divisive within the community; or
 - F) is untruthful, inflammatory, obscene or libelous.
- c) Flag raising requests for the flags of other countries and corresponding proclamations will not be approved if Canada does not have diplomatic relations with the requesting country as recognized by the Government of Canada.

NUMBER *C01-028*

POLICY TITLE	EFFECTIVE DATE	REVISED	PAGE NUMBER
The Flag and Proclamations Policy	October 28, 2019		6 of 13

d) The City Clerk will be guided by previously approved flag raising and proclamation requests.

4.5 <u>Procedure – Flag Raising and Proclamation Requests</u>

- a) Where possible, all flag raising or proclamation requests shall be submitted to the City Clerk's Office at least 30 business days in advance of the proposed flag raising or proclamation.
- b) An applicant has the ability to request a flag raising, a proclamation or a combination of the two.
- Requests must be submitted in writing in the form prescribed in Appendix A available on the City's website at <u>www.saskatoon.ca</u>. The Request Form shall include:
 - reference to the official website link of the organization or alternatively to the organization's social media account or attach a copy of the organization's official letterhead;
 - ii) the proposed date, time and duration of the flag raising or proclamation;
 - iii) the purpose of the flag raising or proclamation, including why the event/issue is of importance to Saskatoon;
 - iv) the name, telephone number and email address, if one is available, of a contact person for further information; and
 - v) in the case of a flag raising:
 - A) the name of the flag to be raised; and
 - B) a photo of the flag to be raised.
- d) In the case of a flag raising for which a ceremony is also requested, the request for the ceremony must be made separately and shall be submitted and approved in accordance with Policy No. A09-026, Use of City Hall Lobby and Civic Square.

NUMBER *C01-028*

POLICY TITLE	EFFECTIVE DATE	REVISED	PAGE NUMBER
The Flag and Proclamations Policy	October 28, 2019		7 of 13

- e) The City Clerk will review all information to determine if the flag raising or proclamation request meets the criteria in accordance with this Policy.
- f) The City Clerk will notify all applicants in writing of the outcome of their request and whether the request has been approved or denied in accordance with this Policy.
- g) All approved and denied flag raising and proclamation requests for the previous month will be listed in a section of the Public Hearing Meeting Agenda of City Council entitled "Proclamations and Flag Raisings" for City Council's information.
- All approved flag raising and proclamation requests and any significant dates associated with the requests will be listed on the City's website.
- i) In the event that an applicant is dissatisfied with the decision of the City Clerk, the applicant may appeal the City Clerk's decision to the Governance and Priorities Committee.
- Appeals must be submitted in writing in the form prescribed in Appendix B available on the City's website at <u>www.saskatoon.ca</u>. The Appeal Request Form shall include:
 - i) the date the original request was provided to the City Clerk and the reasons provided for rejecting the request;
 - ii) reference to the official website link of the organization or alternatively to the organization's social media account or attach a copy of the organization's official letterhead or reference;
 - iii) the name, telephone number and email address, if one is available, of a contact person for further information; and
 - iv) reasons for the appeal including any documentation supporting the appeal.

NUMBER *C01-028*

POLICY TITLE The Flag and Proclamations Policy	EFFECTIVE DATE	REVISED	PAGE NUMBER
	October 28, 2019		8 of 13

4.6 Record of Flag Raising and Proclamation Requests

The City Clerk will maintain a record of all flag raising and proclamation requests received, including when the request was received, if the request was approved or denied, the proclamation period or the day of the flag raising and the date approval was granted.

5.0 **RESPONSIBILITIES**

- 5.1 City Clerk
 - a) Implement, administer and interpret the Policy.
 - b) Develop procedures for effective administration of the Policy.
 - c) Approve or deny flag raising and proclamation requests.
 - d) Communicate with applicants.
 - e) Report receipt of requests to City Council for information.
 - f) Maintain records of flag raising and proclamation requests.
 - g) Recommend amendments to the Policy.
- 5.2 Governance and Priorities Committee
 - a) Consider appeals of unsatisfied applicants and approve or deny appealed flag raising or proclamation requests.
- 5.3 <u>City Council</u>
 - a) Approve amendments to this Policy.
NUMBER *C01-028*

Policy October 28, 2019 9 of 13

APPENDIX A – Flag Raising and Proclamation Request Form

Instructions

- All flag raising and proclamation requests are to be submitted at least 30 business days prior to the date for which the flag raising or proclamation is requested.
- Requests are reviewed by the City Clerk for eligibility in accordance with Policy No. C01-028, *The Flag and Proclamations Policy*.
- The City Clerk shall notify applicants of the City of Saskatoon's decision regarding any request received.
- The City Clerk will not consider any Request Forms that are not filled out completely.
- Requests for a flag raising for which a ceremony is also requested must be made separately and shall be submitted and approved in accordance with Policy No. A09-026, *Use of City Hall Lobby and Civic Square*.

Request Type: Choose an item.	
Date Required: Click here to enter a date.	Duration:
	(Flags will not be flown for longer than 7 consecutive days.)

Applicant's Information

Applications will not be accepted from third parties on behalf of organizations. Applicants must be members of, or directly affiliated with, the organization for which they are applying.

Organization's or Community Group's Name:	
(Organizations must either be a charitable or non-profit organization to be approved).	
Mailing Address:	

NUMBER C01-028

Policy October 28, 2019 To 0113	The Flag and Proclamations	EFFECTIVE DATE October 28, 2019	REVISED	PAGE NUMBER 10 of 13
---------------------------------	----------------------------	---	---------	-------------------------

City:	Province:	Postal Code:			
Organization's Website Address:					
(If unavailable, please attach a copy of your organization's official letterhead or make reference to its social media account).					
Applicant's Name and Position with the Organization:					
Business Phone Number: Alternate Phone Number:					
Alternate Filone Number.					
Email Address:					
Description of Organization: Please provide a brief description of the relevant information about the organization	-	and any other			

Event Details

Applications are considered complete once all required information is received by the City Clerk's Office. The applicant is responsible for ensuring that all requirements outlined in Policy No. C01-028, The Flag and Proclamations Policy have been met for flag raising and proclamation requests.

NUMBER C01-028

POLICY TITLE The Flag and Proclamations Policy	EFFECTIVE DATE October 28, 2019	REVISED	PAGE NUMBER 11 of 13
Details of Proclamation Red Please provide a description the event or issue is of import	of the purpose of the	proclamation includ	ling why
Details of Flag Raising Req Please provide a description event or issue is of importance flag to be raised. All flag raisin photograph of the flag to be raised ceremony is required and the the ceremony.	of the purpose of the f the to the City of Saska ng applications <u>must</u> i aised. Please also ind	toon and the name nclude an attached licate whether or ne	e of the d ot a formal

I hereby certify that all information contained in this application form is accurate.

Applicant's Name

Date: Click here to enter a date.

NUMBER *C01-028*

POLICY TITLE The Flag and Proclamations Policy	EFFECTIVE DATE October 28, 2019	REVISED	PAGE NUMBER 12 of 13
FUILY			

APPENDIX B – Flag Raising and Proclamation Request Appeal Request Form

Instructions

- If an applicant for a Flag Raising or Proclamation Request is dissatisfied with the City Clerk's decision, the applicant may appeal the City Clerk's ruling to the Governance and Priorities Committee by filling out and submitting this form. Once completed, the form shall be sent to the City Clerk's Office for inclusion of the matter on the agenda of the Governance and Priorities Committee in accordance with Policy No. C01-028, *The Flag and Proclamations Policy*.
- Incomplete appeal request forms will not be forwarded to the Governance and Priorities Committee for consideration.
- Appellants will be notified by the City Clerk when their appeal will be heard by the Governance and Priorities Committee.
- Requests to speak to your appeal at the Governance and Priorities Committee shall be coordinated with the City Clerk's Office.

Request Type: Choose an item.	
Date Original Request Provided to City Clerk: Click here to enter a date.	Date Notice of Rejection Received from City Clerk: Click here to enter a date.
Reason(s) Provided for Rejection o	f Request:

Appellant's Information

Applications for appeal will not be accepted from third parties on behalf of organizations. Appellants must be members of, or directly affiliated with, the organization for which they are appealing.

Organization's or Community Group's Name:

(Organizations must either be a charitable or non-profit organization).

NUMBER C01-028

POLICY TITLEEFFECTIVE DATEREVISEDPAGE NUMBEThe Flag and Proclamations PolicyOctober 28, 201913 of 13	•		REVISED	PAGE NUMBER
---	---	--	---------	-------------

Mailing Address:					
City: Province: Postal Code:					
Organization's Website Address:					
(If unavailable, please attach a copy of your organization's official letterhead or make reference to its social media account). Appellant's Name and Position with the Organization:					
Business Phone Number: Alternate Phone Number:					
Email Address:					
Reason(s) for Appeal: Please describe the reason(s) for the app support your appeal.	eal and attach any do	cumentation to			

I hereby certify that all information contained in this form is accurate.

Appellant's Name

Date: Click here to enter a date.

Delivering on the 2022-2025 Strategic Plan - 2023 Progress Report

ISSUE

This report provides an update on the progress made during the second year of implementing the City's 2022-2025 Strategic Plan.

BACKGROUND

The 2023 Progress Report builds on the foundation laid down in the <u>Strategic Plan</u> <u>Progress Report for 2022</u>.

CURRENT STATUS

The progress made in 2023 has been tracked against the Strategic Plan largely by using the same Key Performance Indicators (KPIs) identified for the organization's Strategic Goals and Pillars in 2022. The data presented in this report has been updated to reflect 2023 results.

This year's report offers more insight into the KPIs that define the City's Strategic Goals. Therefore, a new 'analysis section' has been included alongside the update on the Strategic Goals.

DISCUSSION/ANALYSIS

The following are a few of the many exciting achievements in 2023 across the three Strategic Pillars:

Advance City Council's Priorities:

- Secured approval of \$65.07 million from the Government of Canada's Investing in Canada Infrastructure Program (ICIP) for the Bus Rapid Transit System Green Line, Fleet, Intelligent Transportation System and Support Transportation Network Improvements.
- Began conceptual design activities for the Downtown Event and Entertainment District (DEED) and conducted the first phase of engagement for the event center/arena and convention center conceptual designs and District Plan.
- City Council approved the Housing Accelerator Fund Housing Action Plan, which outlines 13 initiatives the City will undertake to remove barriers to housing supply.
- The City saw an 18.3% increase in transit ridership numbers compared to the previous year due to a growing population and improved transit reliability.
- Completed 161.4 lane-km of road surface preservation treatments, 8.8 km of curb replacement, and 19.9 km of sidewalk replacement.
- Intersection geometric improvements were completed at Main Street and Clarence Avenue to increase the level of safety.
- Secured up to \$20 million from Infrastructure Canada's Natural Infrastructure Fund (NIF) to support natural infrastructure projects in Saskatoon.

- The City's waste diversion rate increased by 36.1% from the previous year due to several key initiatives such as the launch of the Green Cart program, transition to bi-weekly garbage collection, opening of the Material Recovery Center (MRC) and new regulations mandating recycling and organic waste diversion in the industrial, commercial, and institutional sector (ICI).
- Installed a new Reconciliation Visual Identity in Council Chambers and unveiled a Community Tipi symbolizing unity.
- Fostered cultural connections by hosting two Elders' Gatherings, holding an inaugural Reconciliation-themed Town Hall and supporting various Reconciliation events.
- The Saskatoon Regional Economic Development Authority (SREDA) served 1,667 entrepreneurs through the SK Startup Institute, of which 735 were Saskatoon-based, and launched the Newcomer Entrepreneurship Workshop.
- Completed the second year of the Recreation and Sports Tax Abatement Program, awarding \$130,500 to organizations aligned with the Recreation and Parks Master Plan.

Deliver Excellence in Core Services and Operational Priorities:

- Saskatoon Transit took delivery of seven new Access Transit buses in 2023, replacing several aging vehicles in the fleet.
- Invested \$67.19 million in 2023 to improve Saskatoon's roads, bridges and sidewalks.
- Completed 206 km of road construction, including Circle Drive North resurfacing, Preston Avenue resurfacing, Wanuskewin Road North resurfacing and Circle Drive North Bridge rehabilitation.
- Replaced, rehabilitated, or inspected 5,365 m of Water Main and 8,386 m of sanitary and storm sewer.
- Revised the Accessible Parking Regulations within the Zoning Bylaw following consultations with the Saskatoon Accessibility Advisory Committee (SAAC).
- Worked on the creation of the waste subsidy, as part of ongoing efforts to develop a consistent framework to address equity and accessibility to Cityadministered programs.
- Introduced the Indigenous Procurement Strategy, which utilizes trade treaty exemptions and more inclusive procurement methods.
- The City increased its Indigenous Procurement Spend to 1.5%, and is on track to achieve the 5% target by 2026.
- Completed construction and commissioning of Fire Hall No. 5 on Preston Avenue, to replace the existing Fire Hall No. 5 on Central Avenue.

Drive Corporate Transformational Change:

- Obtained a 'AAA' Stable Credit Rating for the 21st consecutive year.
- Recognized with the Canadian Award for Financial Reporting for a 15th year.
- Initiated the implementation of the first phases of a Customer Relationship Management (CRM) system to improve citizen experience and overall customer satisfaction when communicating with the City.

- Continued to leverage the City's enterprise resource planning software (SAP system) by implementing a one-reporting system for Incident Reporting and Investigation.
- Hosted an annual "atoskewin Engaging an Indigenous Workforce Career Fair" to provide job seekers within Saskatoon's Indigenous community with information about available jobs, career paths, and training opportunities.
- Developed a leadership development framework and began providing training opportunities in the areas of effective coaching, performance management, and expectations for a supervisor/manager.
- Implemented a Mental Wellness Resource Hub with information, courses and resources available on a wide array of psychological health topics for staff.

Several achievements recorded in 2023 are also featured in the 2023 Service, Savings and Sustainability (SSS) Report, which will be released in May 2024.

FINANCIAL IMPLICATIONS

There are no significant financial implications associated with the progress report. The initiatives undertaken in 2023 were budgeted as part of the City's overall financial plan.

OTHER IMPLICATIONS

There are no privacy, legal, social or environmental implications identified.

NEXT STEPS

There are opportunities to further enhance corporate performance reporting in the coming years. The City continues to make improvements in data governance, management and collection, which will pave the way for the development of better suited KPIs to measure progress in certain areas. This is in line with the organization's commitment to continuous improvement and effective governance.

The City will continue to improve future progress reports, making them more meaningful, user-friendly and reflective of the community's ongoing efforts to achieve the City's strategic goals and priorities.

APPENDIX

1. Delivering on the 2022-2025 Strategic Plan - 2023 Progress Report

Report Approval	
Written by:	Vriti Vasudevan, Performance Improvement Coordinator
	Rotimi Alade, Manager of Strategic Planning
	Meka Okochi, Director of Organizational Strategy Execution
Reviewed by:	Celene Anger, Chief Strategy and Transformation Officer
Approved by:	Jeff Jorgenson, City Manager

Admin Report - Delivering on the 2022-2025 Strategic Plan - 2023 Progress Report.docx





2023 Progress Report Delivering on the 2022-2025 Strategic Plan

Land Acknowledgment

We acknowledge that our community is located on **Treaty 6 Territory** and the **Traditional Homeland of the Métis**.

Indigenous people including Cree, Dakota and Saulteaux have called the area now referred to as Saskatoon home for thousands of years. Today, Saskatoon is home to Indigenous people from a diversity of cultures and language groups.

The **City of Saskatoon** recognizes the distinct order of government of First Nations and Métis and is committed to maintaining strong relationships through meaningful dialogue with Indigenous communities and organizations.

Strengthening cooperation and mutual support by working in partnership with Indigenous communities toward respective community goals and objectives is vital to fostering more



inclusive communities.



Table of Contents



Message from the Mayor

I am confident that, as I leave my role, the City of Saskatoon is well positioned to continue to implement the Strategic Plan and miyo-pimatisiwin – the Cree term for "the good life for all".

Enabling the good life is core to the vision of our organization: delivering services and programs while creating the conditions for all residents to truly feel that they belong.

I am grateful to the Administration for their work in producing the 2023 Strategic Plan Progress Report and for their role in enacting the Strategic Plan. Thank you for taking the time to follow our progress and for your commitment to making this city a great place to live, work, play, and learn. Many hands make light(er) work, and it is through the passion of our staff and residents that we will accomplish great things.

> Charlie Clark Mayor City of Saskatoon



Message from the Executive Leadership Team

We are pleased to present you with the 2023 Strategic Plan Progress Report.

This report provides an update on how the City is progressing in terms of meeting the priorities identified in the 2022-2025 Strategic Plan. You can find the Strategic Plan and the 2022 Strategic Plan Progress Report at <u>saskatoon.ca/StrategicPlan</u>

Determining organizational priorities and strategic objectives is critical. But it doesn't work to simply write them down and check back in, in four years' time and hope that we met them. We need to monitor and evaluate our progress along the way so we can adjust accordingly. This is the intent of our progress reporting.

The 2023 report highlights some areas where we're

seeing significant progress and others where we have work to do. We are now at the halfway point in our current strategic plan, so this progress report is an important one as we determine the path forward.

My sincere thanks to all employees for everything you do for the residents of Saskatoon – without you it would be impossible to achieve our strategic goals and vision. I look forward to continuing this work together.

> Jeff Jorgenson City Manager on behalf of the Executive Leadership Team City of Saskatoon



Introduction to the 2023 Progress Report

Introduction

The progress made so far and the opportunities that lie ahead.

Monitoring Performance and Progress

This progress report builds on the foundation laid down in the Strategic Plan Progress Report for 2022.

Progress is tracked against the Strategic Plan largely by using the same Key Performance Indicators (KPIs) identified for the organization's Strategic Goals and Pillars in 2022. The data presented here has been updated to reflect 2023 results.

In the future, there will be an opportunity to identify new KPIs that better assess the progress made towards achieving the Strategic Goals or Priorities. In such cases, the KPI will be highlighted as being new and information will be provided to explain the rationale behind the adoption of the new KPI.

As always, the development of the City's progress report is a collaborative effort of City Administration and community partners who work together on various priorities in the Strategic Plan. We are grateful for their contributions.



7

Introduction

How the City is monitoring performance and tracking progress.

The 2023 Progress Report

The report comprises two major sections:

- 1. Performance Overview: Highlights key performance indicators or measures that track progress on the City's overall strategic goals.
- 2. Performance Report: This section provides more details on the work being done by the City's departments to advance the outcomes and key actions within the three strategic plan pillars.

It also identifies some important metrics that the departments are tracking to assess the City's progress on the Strategic Plan.

Finally, it includes status updates on the 'initiatives to watch' identified through the departmental business planning work.



8

2023 – The City of Saskatoon at a glance





Performance Overview

The Strategic Goals reflect our aspirations to realize the City's vision and mission.

The Performance Overview measures progress made on outcomes of the City's Strategic Goals.

The outcomes for each of the Strategic Goals were outlined in previous strategic planning work done by the City, including the <u>Saskatoon Speaks</u> community vision document (2011) and the <u>2018-2021 Strategic</u> <u>Plan</u>.





Performance Overview

How to interpret the data.

In the report, performance is either reported directly as a percentage score, or an 'achievement rate (%)' defined as actual divided by target, or as comparative data to other cities.

Also, arrows were used to denote a change in trend as compared to a previous period.

Please note that the provided KPIs do not address all the outcomes but are the existing measures that help determine progress.

Within a graph, a red line indicates the set target, while a blue line depicts the trend over the years.

Red, amber or green (RAG) status colours are used to indicate how well the City has achieved the set target:

- Red indicates a slower movement towards the target, requiring significant action (i.e., an achievement rate below 50%)
- Amber indicates moderate movement towards the target, requiring some improvement (50%-75%)
- Green indicates a significant movement towards the target (above 75%)



Some of the charts also come with arrows to indicate the change from the previous year:

- An upward arrow (¹) shows progression from the previous year (i.e., a percentage increase of above +5%)
- A side arrow (←→) shows no significant changes, or a sustainment, from the previous year (within + or 5%)
- A downward arrow (♥) shows a regression from the previous year (below -5%).

Success Measures: How well we are doing Analysis: What this means Civic Satisfaction with City's Quality of Services (%) Target: N/A (Actual 2021: 87%) Actual: 81% - Online Panel Survey only This metric captures the collective sentiment on how the City's essential services (su management, transportation, and public safety) meet residents' needs. The data is g feedback through online surveys and panels. The responses collected from the public Administration identify areas of strength and pinpoint areas needing improvement. The recent data reveals a decline of 6.0 percentage points (i.e., a 6.9% decrease) in r	lic.
Target: N/A (Actual 2021: 87%) Actual: 81% - Online Panel Survey only Administration identify areas of strength and pinpoint areas needing improvement.	
81% 81% 81% 81% 81% 81% 81% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10%	gathered from lic help City resident satisfaction h 29 civic services cluded Snow and Ice rowth and ts requested for more nt. There was also a
City Workforce Diversity (%) SHRC Target: W-47%, D-22.2%, In-14%, VM-16.8% Actual: W-31.4%, D-3%, In-8.8%, VM-14% 50% 40% 50% 40% 50% 50% 50% 50% 50% 50% 50% 5	sity has remained EI) through initiatives aign, offering DEI acilitating educational partment was menting these

Strategic Goal 2: Quality of Life	 Saskatoon is a warm and welcoming place for all. <u>Desired Outcome</u> Provides access to a range of affordable housing options, employment opportunities, recreational facilities, etc. Ensures citizens feel safe and have a sense of belonging with diverse traditions, religions and languages respected and celebrated.
Success Measures: How well we are doing	Analysis: What this means
New Attainable Housing Units Target: 200 (2022 target) Actual: 117 (2022 Actual) 250 0 200 0 100 142 145 151 120 117 0 2018 2020 2021 2022	New attainable housing is important to address the housing affordability challenges faced by individuals or households who may struggle to afford market rate housing options in Saskatoon. This data provides insights into the City's efforts to tackle housing affordability and accessibility challenges within Saskatoon. The graph illustrates the trend from 2018 to 2022, indicating approximately 675 new attainable housing units constructed in Saskatoon over that period. The City of Saskatoon's Housing Business Plan was completed at the end of 2022. Development of a new Housing Strategy began in 2023, and fresh targets are yet to be set.
Fire Response Time within 380 seconds (NFPA 1710) (%) Target: 90% Actual: 73.91% 100.0 90 90 90 90 90 90 90 90 90 90 90 90 90	Effective emergency response is critical to public safety and overall quality of life. The fire response time measures how quickly the Saskatoon Fire Department (SFD) reacts to fire incidents. This is imperative to minimizing property damage and enhancing rescue operations. The graph shows an improvement of 1.78 percentage points in meeting response time targets compared to the previous year. Factors such as an increase in service calls and effective resource allocation have contributed to achieving this progress. To further enhance performance, SFD Battalion Chiefs routinely review and assess response times and the underlying reasons for any delays. Geographic Information System (GIS) mapping has also been conducted for two new fire halls in the northwest and southwest regions of the city, with ongoing efforts focused on designing and developing blueprints. GIS mapping has helped determine placement for Fire Halls 10 and 11, to best serve Saskatoon's residents and ensure that citizens feel safe.
14	58

Strategic Goal 3: Moving Around	 Saskatoon is a city on the move. <u>Desired Outcome</u> Provides an integrated transit system with good network for transport ease. Provides a comprehensive network of active transportation facilities and infrastructure. Ensures traffic flow ease and safety with optimal parking availability.
Success Measures: How well we are doing	Analysis: What this means
Transit Ridership (million) Target: 13.1M Actual: 12.3M 160 9 12.0 10.0 8.0 6.0 4.0 2.0 0.0 2018 2019 2020 2021 2022 2023	 Transit ridership represents the total number of passengers using Saskatoon Transit within a year. It indicates a growth or decline in public transit usage. The City saw an 18.3% increase in ridership compared to the previous year. This rise can be attributed to factors such as a growing population and improved transit reliability. Ridership has returned to near precovid levels as of fall 2023 and projections show that this trend is expected to continue. As fleet reliability increases, service expansions to pre-covid levels will continue to result in ridership growth. To further build on this success and enhance ridership, the City is investing in additional buses. Saskatoon Transit successfully tendered contracts for its first two battery electric buses and eight diesel buses, which will all be delivered in 2024.
Transit Service within 450 m of Development (Service Coverage) (%) Target: 100% Actual: 91%	 'Transit Service within 450m of Development' measures the percentage of transit stops located within a maximum walking distance of 450 meters, i.e., a five-minute walk. Monitoring this indicator reveals how easily people can access a transit stop near a target development. It helps plan the city's transportation network better. The city's service coverage has remained consistent compared to the previous year. This stability can be attributed to the strict adherence to Saskatoon Transit Service Standards. For instance, the City introduces Tier 1 Service only when a neighbourhood reaches at least 25% of the population, as seen in the new Aspen Ridge development. To further enhance performance, the City plans to implement fixed-route services in Brighton and Rosewood, along with on-demand services in Aspen Ridge.

Strategic Goal 4: Asset and Financial Sustainability	 Saskatoon invests in what matters. <u>Desired Outcome</u> Ensures its financial and physical resources address the needs of residents. Ensures its critical assets, such as, vehicles, parks, buildings, roads and bridges, are well-managed and well maintained. Ensures transparent and accountable procurement and resource allocation management.
Success Measures: How well we are doing	Analysis: What this means
Assets in Good Condition (%) Target: LSLR 70%, SST 100%, SSC 100%, WM 95%, Ov 100%, Br 100% Actual: LSLR 70%, SST 93%, SSC 93.3%, WM 95%, Ov 80%, Br 67% Lead Service Line Replaced Sanitary Sewer Trunks Sanitary Sewer Collectors Water mains Overpasses Bridges 67 Percentage of Assets in Good Condition	Understanding the condition of our assets is vital for the City to achieve environmental, social and financial sustainability. It enables effective resource allocation, risk mitigation, long-term planning, compliance, and resilience, resulting in the optimal use of public funds to enhance community well-being. The data shows that the condition of trunk sewer mains improved by 4.5% (or 4.0 percentage points) from 2021, while those of water mains, collector sewer mains, bridges and overpasses stayed largely consistent (from 0 to +2.3%). The positive trend is due to diligent asset preservation efforts and regular safety inspections. With continued investment in asset preservation and ongoing CCTV inspections, the City should continue to see further improvement. More Lead service lines were replaced in 2023 (an increase of 5.0 percentage points or 7.7% from 2022). Funding adjustments in the 2024/2025 budget extended the replacement timeline for all Lead service lines from the end of 2028.
Debt as Percentage of Operating Revenue (%) 2022 Stat Data: Performance across Cities 2023 – Data not yet available Edmonton 114.75 Calgary 57.29 Regina 41.49 Winnipeg 82. Saskatoon 25.67 0 20 40 60 80 100 120 Debt Percentage 30 100 120	Debt servicing is how much of each dollar earned through the City's regular revenue streams such as taxes and fees, is spent paying down existing debt (both principal and interest). This indicator offers an insight into the City's financial sustainability. The graph compares Saskatoon's debt profile to those of other large municipalities in the Prairie provinces. The 2023 data will not be available until mid-2024, and an update will be provided in the 2024 Progress Report. The previous data provided in 2022 highlighted Saskatoon's judicious approach to fiscal management. The City of Saskatoon remains committed to diversifying revenue streams beyond property taxes and will continue to proactively explore options such as user fees, grants, and partnerships.

Strategic Goal 5: Environmental Leadership	 Saskatoon grows in harmony with nature. <u>Desired Outcome</u> Seeks to ensure the community thrives in harmony with its ecological environment. Strives to ensure the community reduces waste and conserves its natural resources. Promotes clean air and water, energy efficiency and consumption of water.
Success Measures: How well we are doing	Analysis: What this means
Reduction in Corporate GHG Emissions (%) Target (New): Net Zero by 2050 (2021 Target was 40% by 2023) 2021 Actual: 3% (below 2014 baseline) 2023 Actual: Data not yet available	The City seeks to reduce its carbon footprint, promote cleaner air quality, and mitigate the impacts of global warming on ecosystems, biodiversity, and public health. Monitoring our corporate GHG emissions keeps us accountable towards achieving this strategic goal. The City conducts a greenhouse gas (GHG) inventory every two years, with the next assessment scheduled by the end of 2024. Therefore, data for 2023 is not yet available. In 2021 (reported in 2022), the City achieved a 3% reduction in corporate emissions below the 2014 baseline, equivalent to 7,200 tonnes of CO ₂ e, primarily due to efficiency improvements in buildings and street lighting. To further advance our GHG performance at the corporate level, City Administration is committed to implementing actions outlined in the Low Emissions Community Plan. Also, the 2024/2025 Climate Budget, Saskatoon's first, identified important initiatives being implemented by the City to reduce GHG emissions within the corporation and the community, and meet long-term GHG reduction targets.
Waste Handled by the City that is Diverted (%) Target: 70% Actual: 33% 100 USA 50 23 24 26 25 25 33 201 2022 2023	The percentage of waste handled by the City that is diverted increased by 8.9 percentage points (or 36.1%) from the previous year due to several key initiatives such as the launch of the Green Cart Program, transition to bi-weekly garbage collection, opening of the Material Recovery Center (MRC) and new regulations mandating recycling and organic waste diversion in the industrial, commercial, and institutional sector (ICI). To improve performance, the City is introducing a black cart utility and fee model based on cart size, which has been shown in other jurisdictions to increase residential diversion rates by 5-17%, by incentivizing waste reduction. The City will also continue to increase education and awareness on the proper use of green carts. Furthermore, the MRC is expected to expand services, with programs such as mattress recycling being prioritized.
Target: 70% Actual: 33% 100 50 50 23 24 26 25 25 33	The percentage of waste handled by the City that is diverted increased by 8.9 percentage points (or 36.1%) from the previous year due to several key initiatives such as the launch of the Green Cart Program, transition to bi-weekly garbage collection, opening of the Material Recovery Center (MRC) a new regulations mandating recycling and organic waste diversion in the industrial, commercial, and institutional sector (ICI). To improve performance, the City is introducing a black cart utility and fee model based on cart size, which has been shown in other jurisdictions to increase residential diversion rates by 5-17%, by incentivizing waste reduction. The City will also continue to increase education and awareness on the proper use of green carts. Furthermore, the MRC is expected to expand services, with programs such

Strategic Goal 6: Economic Diversity and Prosperity	 Saskatoon thrives thanks to a diverse local economy. <u>Desired Outcome</u> Promotes a business-friendly environment and a diversified regional economy that continues to grow. Creates an active and attractive downtown for all residents and visitors. Is globally recognized as a smart city.
Success Measures: How well we are doing	Analysis: What this means
Turnaround Time met on Business License Issuance (%) Target: 100% Actual: 90% 10 10 10 10 10 10 10 10 10 10	The turnaround time for business license issuance reflects how efficiently the City reviews, evaluates and approves business license applications. Quick turnaround service levels promote a business-friendly environment favourable to economic growth and prosperity. The City's performance in issuing business licenses was 10.0 percentage points better than the previous year. This 12.5% improvement is attributed to the efficiencies gained from addressing higher-than-normal instances of business closures in previous years. To maintain this positive trend, the City is migrating to a new workflow software that will continue to provide opportunities to better meet the expected service level.
Annual Land Sale (\$ million) Target: \$62.36M Actual: \$57.73M 100.00 80.00 60.00 40.00 20.00 48.99 46.08 41.82 64.98 76.90 57.74 2018 2019 2020 2021 2022 2023	Annual land sale offers insight into the growth or decline of land revenue over time. This is an important indicator of economic activity, and financial returns from land development operations fund various capital projects that make Saskatoon a great place to live, work, learn and play. The 2023 results reflected strong industrial and multi-unit parcel sales, but slower single unit sales compared to the previous year. This decline in demand for single unit lots was largely attributed to higher lending/mortgage rates for new home purchases. Also, decisions to defer Aspen Ridge lot releases until 2024, when market conditions are expected to improve, may have added to the decrease. An increase in single unit lot sales is expected in 2024, as additional lots are planned for release. As well, market conditions are set to improve due to government incentives and an anticipated boost to the lending/mortgage financing situation throughout 2024-2025.

The goals, the results and the analysis

Strategic Goal 7: Sustainable Growth	 Saskatoon is known for smart, sustainable growth <u>Desired Outcome</u> Seeks to promote growth that is environmentally and economically sustainable and contributes to a high quality of life Creates a City Centre that is a vibrant hub for culture, commerce, and civic life Promotes sustainable development supported by regional planning best practices
Success Measures: How well we are doing	Analysis: What this means
City Population (thousand) 2023 Actual: 302,426 350.0 90 250.0 190 250.0 250.0 250.0 250.0 2018 2019 2021 2022 2023 NB: The Graph shown here presents the City's growth rate and not as a KPI over the period. In 2019 there was a change to the way population was computed, hence the observed decline.	 Data on population growth enables the City to make informed decisions and allocate resources for appropriate programs, services and infrastructure that meet the needs of a growing and diverse public. The City's population is estimated to have grown by 4.9% in 2023 (as at July 1) almost entirely due to net international immigration. The City continues to implement targeted infrastructure development projects to accommodate population expansion, collaborate with community stakeholders to tackle housing affordability and availability challenges and strengthen the transportation network to enhance city-wide connectivity.
Residential Infill Development (%) Target: 25% (five-year rolling average) Actual: 13.6%	The rate of residential infill development refers to the number of new dwelling units in infill neighbourhoods for every 100 new dwelling units in the city. Residential infill development promotes the efficient use of existing urban infrastructure and reduces ongoing maintenance costs. It curbs urban sprawl, preserves green spaces, revitalizes communities, and promotes social and economic diversity within established neighbourhoods. Saskatoon's residential infill development remained relatively consistent compared to the previous year.



The Pillars delve into the work that is being done by the City to achieve the Strategic Goals.

The Performance Report provides more information on the work done within the three Pillars defined in the Strategic Plan. Each Pillar outlines priorities (or priority areas) with outcomes and key actions.

The most appropriate Key Performance Indicators (KPIs) were selected to assess the progress made on the outcomes of the priorities and identify those areas where the City can continue to improve services.

The 2023 results were measured against the set targets, and arrows were used to denote a change in trend as compared to a previous period.

The red, amber or green (RAG) status colours are used to indicate how well the City has achieved a set target, while the arrows indicate the change from the previous year.



21



ADVANCE CITY COUNCIL'S PRIORITIES* Reconciliation, Equity, Diversity and Inclusion Economic Development Community Safety and Well-Being Engagement on Infill and Growth Recreation, Culture and Leisure Regional Planning Downtown Development Environmental Sustainability Transportation

Smart City

DELIVER EXCELLENCE IN CORE SERVICES AND OPERATIONAL PRIORITIES**

Civic Assets Equitable and Accessible Services Procurement and Project Management Quality of Life and Public Safety

DRIVE CORPORATE TRANSFORMATIONAL CHANGE**

Customer-Centric Service Delivery

Efficiency and Effectiveness

People and Culture

Summary of some selected KPIs across the Pillars...1/3



NB: Please note that the provided KPIs and the analysis do not address all the outcomes under this Pillar, but are the existing measures that help determine progress within the Pillar.

Summary of some selected KPIs across the Pillars...2/3



NB: Please note that the provided KPIs and the analysis do not address all the outcomes under this Pillar, but are the existing measures that help determine progress within the Pillar.

Summary of some selected KPIs across the Pillars...3/3



NB: Please note that the provided KPIs and the analysis do not address all the outcomes under this Pillar, but are the existing measures that help determine progress within the Pillar.

24

2023 – Investing in Saskatoon's Assets



Updates on the Strategic Priorities

Advance City Council's Priorities

The Priority key performance indicators and achievements

Priority	Outcomes		Key Indicator
Reconciliation, Equity, Diversity and Inclusion	 The City's workforce is reflective of the population of Saskatoon. The City is successful at identifying and eradicating systemic and institutionalized racism and discrimination. There is increased community awareness and understanding of systemic racism and a commitment to redress past harms. City Council, Administration, and community decision-making bodies are reflective of the Saskatoon community. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress. 		City Workforce Diversity Score SHRC Target: W-47%, D-22.2%, In-14%, VM-16.8% Actual: W-31.4%, D-3%, In-8.8%, VM-14% 50% 40% 30% 50% 40% 30% 50% 40% 30% 50% 50% 40% 30% 50% 50% 50% 50% 50% 50% 50% 5
2023 Highlight	s of Achievements	Key Work Plan	nned for 2024
 Installed a new Reconciliation Visual Identity in Council Chambers, unveiled a Community Tipi symbolizing unity, and hired the City's first Indigenous Cultural Resource person. Progressed with the Legacy Review initiative by renaming John A. Macdonald Road to miyo-wâhkôhtowin Road, reflecting our dedication to honoring Indigenous heritage and values. Saskatoon Transit unveiled its fifth Indigenous Art Bus Shelter featuring artwork that raises awareness about Missing and Murdered Indigenous Women and Girls and Two-Spirit individuals, using public spaces for an important social message. Held a signing ceremony with the Lac La Ronge Indian Band to celebrate the designation of the City's 10th urban reserve. Collaborated on a process for engaging with the Indigenous community and individuals with lived experiences of systemic barriers, shaping the DEED Phase 2 engagement activities. Fostered cultural connections by hosting two Elders' Gatherings, holding an inaugural Reconciliation-themed Town Hall, supporting various Reconciliation events, and raising social awareness through the impactful play 'Love Bomb.' 		 Indigenous engager Implement the India (IWG2S) Coming Ho Hold the inaugural 0 Provide a communit Engagement. Conduct Treaty 6 ar Develop a Reconcilit Plan, and a training inclusion. Enhance accessibilith hiring procedures for systemic barriers. Update the Civic Nation for the ongoing Place Design and launch the employment training 	bus Public Engagement Consultant to incorporate ment practices into the City's processes. genous Women & Girls and Two-Spirit People ome Report and appoint an Auntie Advocate. City's Feast and Round Dance. ty update on Reconciliation and Indigenous Youth and Métis Flag Ceremonies in the Council Chamber. fation Action Plan, an Indigenous Cultural Resource plan for reconciliation, equity, diversity, and ty for online engagement surveys and establish or individuals with lived experiences relating to aming Policy and create a Place Identity Framework ce Naming and Identity initiative. the kanātan nipīy Project, a nine-week pre- ng program focused on water treatment and stewater treatment and collection.

Advance City Council's Priorities

Priority	Outcomes		Key Indicator
Economic Development	 Saskatoon is a business-friendly city that supports a positive investment and regulatory climate. Saskatoon is widely recognized for its vibrant, inclusive economy. Saskatoon has a growing global reputation as a leading innovation hub for the technology, food, fuel, and fertilizer industries. NB: The graph shown here presents the City's performance in comparison to other cities and not as a KPI. The red line here shows the group average. 		Property Tax per Capita (\$) Edmonton 1759 Image: Calgary Calgary 1535 Image: Calgary Regina 1146 Image: Calgary Winnipeg 1127 Image: Calgary Saskatoon 1016 Image: Calgary 0 500 1000 1500 2000
2023 Highlights	s of Achievements	Key Work Plar	nned for 2024
 Revised and updated the Business Tax Incentives report and started the submission process to academic journals for 2024. Completed a review of the labour force survey and updated population estimates. The Saskatoon Regional Economic Development Authority (SREDA) executed various economic development initiatives to progress the City of Saskatoon's Strategic Plan. Some of these include: Participated in four outbound investment attraction missions to promote the Saskatoon Region. Hosted eight international tech companies through the Explore (mining tech) and Harvest (ag tech) programs to make local connections and explore expansion and partnership opportunities. Served 1,667 entrepreneurs through the SK Startup Institute, of which 735 were Saskatoon-based, and launched the Newcomer Entrepreneurship Workshop. Awarded \$30,000 to five Indigenous entrepreneurs through the SOAR Indigenous Entrepreneurship Competition. 		 2024 to help track a SREDA will continue development priori Examples include: Generating expanding Participatin promote the Expanding locally. Supporting 	Force survey review and population trends in early and understand economic patterns. e to advance the City of Saskatoon's economic ty with several initiatives planned for 2024. g leads and hosting qualified prospects interested in to Saskatoon. ng in outbound missions to attract investments and he Saskatoon Region. service offerings to support high-growth businesses g more Indigenous entrepreneurs through SOAR and ive partnerships with Indigenous organizations and ies.
Priority	Outcomes		Key Indicator
---	--	---	---
Community Safety and Well- Being (CSWB)	 The City's work to improve community safety and well-being is driven by community need and aligned with partner efforts. Community well-being is improved in an equitable way. The importance of housing stability is reflected in the City's approach to community safety and well-being. The community has a high level of confidence in the City's ability to coordinate an effective response to emergency situations. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress. 		People who reported that a friend or colleague would feel safe living in Saskatoon (%) – Online Panel only Target: N/A (2021 Actual: 78%) Actual: 73%
2023 Highlights	s of Achievements	Key Work Plar	ned for 2024
 Safer Communities Full Began the development scan, developed a connect Needs Assessment. City Council approved Action Plan in May, we may approve the Action Plan outling barriers to housing surface Worked on the BSCF a one-year action pla Supported CSWB connect Poverty Reduction Paragement 	CSWB work with grant funding from the Building und (BSCF). ent of a Housing Strategy, completed a municipal insultation approach, and finalized a draft Housing d the Housing Accelerator Fund (HAF) Housing with additional changes approved in November. ines 13 initiatives the City will undertake to remove upply under its HAF application. with the Public Safety Agency of Canada to create in to address gun and gang violence in Saskatoon. inmunity initiatives, including the Saskatoon irtnership, Crystal Meth Working Group, and Committee on Homelessness.	 work plan under the Finalize the Housing Implement planned Accelerator Fund. 	iting the Community Safety and Well-being (CSWB) e Building Safer Communities Fund. g Strategy and present it to City Council. l activities following the approval of the Housing ommunications Consultant to support CSWB e organization.

Priority	Outcomes		Key Indicator
Engagement on Infill and Growth	 Developers, residents, City Administration, and City Council collaborate to identify new engagement approaches to address inherent neighbourhood tensions and provide an improved experience. Increased public and stakeholder awareness through enhanced access to information leads to greater understanding of the potential for change in Saskatoon neighbourhoods. Residents engaged in infill and growth discussions reflect the diversity of Saskatoon's population. This diversity of voices contributes to more meaningful and more balanced public engagement, building lasting support from a broad range of residents. Working in partnership with the development industry creates positive construction experiences for neighbours and the community. 		People who feel the City does enough to get public input on decisions it makes [%] - Online Panel only Target: 65% Actual: 62% MB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.
2023 Highlights of Achievements		Key Work Planned for 2024	
 handle development and issued an RFP for Implemented Phase 2 of several workflows. Drafted a working po established developm Drafted an administrative review and update of Began planning for a 	licy that reflects the City's framework for	 engagement, comm best practice review Operationalize final workflows are for in standardization. Host an information representatives from development indus development charg 	I workflows for planning and development. These nternal use and will support ongoing process n-sharing and exploratory workshop between m the City Administration and Saskatoon's try. The intent will be to review the City's current es policy framework and identify opportunities to ncy, by improving the communication, engagement

Priority	Outcomes		Key Indicator
Recreation, Culture and Leisure	 Recreation, parks, sport, cultural facilities, and programs are accessible inclusive, and meet changing community needs. Reduced reliance on property tax by increasing alternative revenue sources to support recreation and cultural facilities and programs. Community organizations that provide accessible, inclusive sport, culture, and recreation opportunities feel supported. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress. 		Admissions Rate at City Cultural and Recreational Facilities per 1000 population Target: 6400 visits Actual: 5853 visits 7500
2023 Highlight	s of Achievements	Key Work Plar	nned for 2024
 Abatement Program, the Recreation and P Submitted a business universal washroom priority projects at La completion of the Ha Worked with the loca with an environment motorized watercraft Captured Enterprise Parks' operational un adoption of EAM in li Forestry Farm Park a and received an awater Confirmed the retent and assisted the provide Successfully opened 	a case for the preliminary design drawings for a at the Saskatoon Field House and identified ithey, Lawson, and Lakewood to begin after rry Bailey Upgrade Project. al rowing clubs to replace the dock in Victoria Park ally friendly, wheelchair-accessible dock for non- c and paddleboards. Asset Management (EAM) data across most of its, with ongoing training to strengthen Parks' ne with the corporate direction. Ind Zoo successfully opened the Butterfly house rd for the Small Mammal Exhibit design. ion of CAZA Accreditation for the Zoo operations rince by housing and caring for zebras.	 space at the Saskate Proceed with the Haddition of a universe continue progress of Department. Continue to evaluate facilities, addressing 	arry Bailey Upgrade project which includes the rsal washroom. On the use and adoption of EAM in the Parks te and recommend improvements to recreation g accessibility barriers for transgender individuals, y signage, as required.

Priority	Outcomes		Key Indicator
Regional Planning	 Regional partnerships fuel equitable growth in the region. Increased regional development and cost effective, long-term urban growth is realized through joint land use planning. 		NB: An appropriate KPI for this priority area is yet to be identified or developed.
2023 Highlight	s of Achievements	Key Work Plan	nned for 2024
 2023. The study will a baseline demographi Partnership for Grow Began the Phase 3 Dr Water for P4G, with f modeling work startia Hired a consulting tea included workshops wholders in December 	am to lead the P4G Strategic Plan efforts, which with P4G members, stakeholders, and rights	 Complete the Phase Finalize the P4G Strain partnership and ensitive focus areas and an a finalize the South-E 	ategic Plan to provide long-term direction for the sure a common intermunicipal vision, alignment on

Priority	Outcomes		Key Indicator
Downtown Development	 Saskatoon has a vibrant Downtown where culture and commerce thrive. Livability has improved in the Downtown area. Downtown offers safe, active, and reliable transportation options. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.		People who feel the City is making downtown an appealing place to live (%) – Online Panel only Target: N/A (Actual 2021: 54%) Actual: 45%
2023 Highlight	s of Achievements	Key Work Plar	nned for 2024
 and other Business In customer experience new payment option Reviewed the B6 devissues relating to the calculations, wind miparking lots. Began conceptual de Entertainment District phase of engagement center conceptual de Completed pre-engagenent in May 2 to solicit feedback on Held the DEED site center conception of the calculation of	r on parking station upgrades for the downtown nprovement District (BID) areas, to improve , including better cold weather performance and s. elopment regulations throughout 2023 to address zoning requirements for open volume tigation and conditions surrounding surface sign activities for the Downtown Event and ct (DEED) in February 2023 and conducted the first t for the event center/arena and convention signs and District Plan. gement sessions for the DEED. Initiated Indigenous 2023 with follow-up interviews in November 2023 the DEED aspirational themes. eremony on June 9, 2023. of the preliminary funding strategy.	 stations. Finalize the City Cerfurther actions, incl Finalize the DEED concurrement. Complete the DEED Conduct engagement with the District Place 	on upgrades with the installation of new parking ntre and District Plan and continue implementing luding a review of the B6 Zoning District. Onceptual design and complete private partner O budget estimate and preliminary funding strategy. In activities for the B6 development regulations in. Odates to the public on the progress of the DEED and

Priority	Outcomes		Key Indicator
Environmental Sustainability	 A corporate culture that embeds sustainability in all decisions. Greenhouse gases are reduced in a way that maximizes co-benefits and doesn't leave anyone behind. Solid waste diversion is maximized, and landfill operations are optimized. The green network is integrated, managed, and enhanced to protect land, air, and water resources. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress. 		Reduction in Community GHG Emissions (from 2014) (%) Target: Net Zero by 2050 Actual: 9% (2021) 4.5 4.0 9% (2021) 4.5 4.0 9% (202) 4.5 4.0 9% (202) 4.5 4.5 4.0 9% (202) 4.5 4.5 4.5 4.5 4.5 4.5 4.5 4.5
2023 Highlights	s of Achievements	Key Work Plar	nned for 2024
 participants and laun services. Received approval of under the Natural Infinifrastructure project Launched the Green Communication, mon Launched the Assiste who need help rolling organics) on collectio Reduced over 60,455 to the total annual er Rolled out the Green diverting more than 1 Opened the new Mat 	Network Program with an initial focus on itoring, partnerships, and accountability. d Waste Collections Program to support residents g out their waste carts (garbage, recycling, and n days. tonnes of greenhouse gas emissions, equivalent nergy usage of 14,000 average Canadian homes. Cart Program to over 70,000 households, L7,000 tonnes of organic waste from the landfill. terial Recovery Centre, offering residents free cyclable items as well as a new access point for	 extend the HELP privile Assessed Clean Ene Complete over 20 p the NIF. Advance the Green Management Plans Optimization & Nat Deliver a Green Net Administer the new education and new Complete the first p waste diversion reg Transition the curbe launch a waste utilit households. 	twork awareness campaign in the summer of 2024. Tree Protection Bylaw with the necessary processes. bhase of the Leading Green project focused on sulations for businesses and organizations. side residential garbage service to a Utility and ty subsidy program to support qualified low-income limate Action Progress Report and the online

Priority	Outcomes		Key Indicator
Transportation	 An improved transportation and active transportation network that is comprehensive, equitable, and integrated to promote all modes of travel in a safe and efficient manner. Improved reliability and efficiency are making Saskatoon's public transit system a viable travel mode. Saskatoon's transit system is safe, equitable, and modern with ridership growing beyond pre-COVID numbers. 		Transit On-Time Performance (%) Target: 85.0% Actual: 83.8% 100.0 80.0 90.3 90.0 84.2 84.4 81.9 83.8 40.0 20.0 0.0 2018 2019 2020 2021 2022 2023
 Continued work on the for the Bus Rapid Transportation Network Secured approval of Secured approvapproval of Secured approval of Secured approval of Secured app	RT pilot station located at Civic Operations Centre, and continued ongoing stakeholder engagement. 665.07 Million from the Government of Canada's infrastructure Program (ICIP) for the BRT System elligent Transportation System (ITS) and Support ork Improvements. aintenance program through initiatives such as ctive maintenance technology powered by e-km of road surface preservation treatments, 8.8 ent, and 19.9 km of sidewalk replacement.	 Initiate construction Commence fleet pu Continue work on a routing, including rofacilitate seamless t Implement new par Improvement Distribetter cold weather Secure the delivery (BEBs) and increase The BEBs will lead t fleet. 	prand name and identity. In for the Green Line and ITS. A Local Transit Network redesign to optimize BRT oute adjustments and service frequencies to transfers within the BRT system. rking pay station upgrades in the Business ict (BID) areas to enhance user experience, including r performance and increased payment options. of Saskatchewan's first two battery electric buses e fleet reliability with eight additional diesel buses. the transition to zero emission vehicles in the Transit
500 e-scooters. In 20	ar Shared e-Scooter Pilot Project operating up to 23, there were a total of 114,317 e-Scooter rides, ive transportation option for the public.	 Continue roadway a approved annual bu 	and sidewalk preservation programs within udget.

Priority	Outcomes		Number of Projects
Smart City	 Enhanced interaction between the City, residents, and businesses through diverse and integrated digital channels. Improved decision making in operations and service delivery through the application of City data. Increased industry partnerships and strategic investments are addressing opportunities and challenges around digital infrastructure, connectivity, and technology. 		# of Projects, Programs, Services and Operations under the Smart City Portfolio 2022 Actual: 92 2023 Actual: 82 Economy 92 (5) 3 82 Environmental Sustainability (14) 13 Resource Optimization (17) 16 Quality of Life (22) 21 Smart Technology (27) 23
 Completed Phase 1 of the Smart City Strategy project, delivering a targeted recommendation report that outlined foundational actions and initiatives to formalize Saskatoon's approach to Smart City development. Aligned the Smart City Strategy with related strategic initiatives such as Data Governance, Municipal Connectivity, and City Data Management within a unified digital transformation roadmap. 			ssary structure, roles, and accountabilities to begin the Smart City Strategy and deliver on the outcomes

The Priority key performance indicators and achievements

Priority	Outcomes		Key Indicat	or
Civic Assets	Saskatoon's built and natural assets are managed in a manner that maximizes benefits, manages risk to an acceptable level, and provides established levels of service throughout the full lifecycle. Civic assets are energy efficient and designed for long-term resilience, ensuring the City is prepared to mitigate current and future contributions to climate change. City staff have access to safe, adequate facilities and equipment necessary to deliver established levels of service. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.		Target: 80.0% for Roadways, 85 Actual: PS – 85.5%, NS – 84.8, ES Primary Sidewalks Neighbourhood Sidewalks Expressways Arterial Roadways Collector Roadways Local Roadways	isfactory and Good Condition (%) .0% for Sidewalks x = 72.2%, AR = 74.8, CR = 72.4% and LR 70.2% 85.5 84.8 72.2 74.8 72.4 70.2 ↓ tage of Assets in Good Condition
 Completed maintena sidewalks on 1,500 u Undertook preventa with crack sealant, g back lanes and wash Developed the Corpo established the CAM Initiated the CAM Da business targets for a Completed site inspect Improved data integ resource planning sy condition software, a Continued to align th 	ections for the two-year Facility Condition	 function to drive inf Start delivering on the Management by de Report on Facilities' condition, capital for Continue to develop Facilities Managem Complete the integ preparation for the Finalize the Corporation and Procedure. 	sset stakeholders to fu formed asset manage the corporate busines veloping more Asset ' Asset Management, precast, and reserve s p asset knowledge ma ent through GIS appli ration of the CRM and launch of the CRM sy ate Accommodations	urther develop the CAM Data ment decisions. ss targets for Asset Management Plans. including portfolio value, ufficiency. anagement practices for cations and SAP usage. d SAP-EAM systems in

- Initiated work on integrating the Customer Relationship Management (CRM) system, currently being implemented, with the SAP-EAM system.
 - _____

37

Priority	Outcomes		Key Indicator
Equitable and Accessible Services	 Enhanced equity and accessibility of services meeting the needs of a diverse public. Service delivery is improved across the organization. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress. 		% On-Time Performance vs Demand for Access Transit Services Target: 99% Actual: 97.74% 100 rg 99 rg 99 99 99 99 99 99 99 91 92 94 92 94 93 94,48 94,52 90 2018 2019 2020 2021 2022 2023
 Took delivery of seve aging vehicles in the Access Transit service Developed a 'Safety support the safety ar engagement events. Revised the Accessibl following consultatio Committee (SAAC). Completed a review a 	and Security Guide for Public Engagement' to ad health of those attending in-person public e Parking Regulations within the Zoning Bylaw ns with the Saskatoon Accessibility Advisory and update of the Accessible Parking Permit	 events and develop options emerge. Upgrade the Citizer and promote it to e list. Review and streaml make it easier to su Review and update right of way. 	ual and in-person) solutions for public engagement a business case for the 2026-2027 budget, if viable of Online Panel subscribers' software and rebrand existing and new subscribers to generate an active line the Engagement Intake form for City staff to bmit a support request. the Accessibility Parking regulations for the public
motorists with accessWorked on the creat	on of the waste subsidy, as part of ongoing efforts nt framework to address equity and accessibility	 Provide an update of recommendations f 	on the City's Accessibility Action Plan with for next steps.

Priority	Outcomes		Key Indicator
Procurement and Project Management	 Automated procurement process built on best practices. A corporate strategic sourcing process providing a holistic approach to sustainable procurement and achieving new supply chain value. Increased procurement from Indigenous suppliers and diverse groups that are historically underrepresented and have experienced discrimination or barriers to equitable opportunity. Increased project success from applying consistent project management best practices across the organization. 		Indigenous Procurement Spend (%) Target: 2.0% (1% projected increase year-over-year to 5.0% by 2026) 2023 Actual: 1.5%
2023 Highlights	s of Achievements	Key Work Plar	nned for 2024
 Introduced the Indige treaty exemptions an Increased Indigenous Made significant prog and Protocols. Introduced new e-lead 	he City's project management processes. enous Procurement Strategy, which utilizes trade ad more inclusive procurement methods. procurement spend to 1.5%. gress with the revision of the Procurement Policy arning modules to support adoption of Supply policies and procedures.	 to enhance the pro requirements, ther Continue to progreative the 5% target on In Complete revisions Develop and roll out 	City's project management practices and standards or gram's governance practices and reporting reby addressing audit recommendations. ss the Indigenous Procurement Strategy to achieve adigenous procurement by 2026. to the Procurement Policy and Protocols. at additional materials for comprehensive ing specific to various roles within the organization ining.

Priority	Outcomes		Key Indicator
Quality of Life and Public Safety	 Community safety and well-being are enhanced by the City's approach to property maintenance and overall bylaw compliance. Saskatoon's emergency response model is based on industry standards and continually improved through operational readiness evaluation. Municipal programs, infrastructure and essential services meet established levels of service and support a high-quality of life. Welcoming and inclusive public infrastructure, spaces and natural assets that bring people together. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress. 		People who feel Saskatoon is an inclusive and welcoming city (%) – Online Panel only Target: N/A (2021 Actual: 74%) Actual: 71%
 Continued work to consistent of the construction of t	s of Achievements omplete the remaining development permit, plications, and Property Information Disclosure ornerstone e-Permitting system. onstruction of the Regional Fire Training Center a Live Fire Training Evolutions course for the tment (SFD) and other regional fire departments	customer video on workflows: develop Disclosure/encroac development applic Complete a Fire De	ss the Cornerstone Project by launching a new 'How to Apply for a Deck' and the following ment application, Property Information hment and address change, and the remaining cations and business licensing. partment Community Risk Assessment. hent the Corporate Crisis Communications Program.
 Completed construct on Preston Avenue to Avenue, thus improvi Secured approval in t halls (No's. 10 and 11 Saskatoon residents. Established a new Dir 	ion and commissioning of the new Fire Hall No. 5 o replace the 56-year-old Fire Hall No. 5 on Central ing emergency response times in the service area. he 2024-2025 budget to construct two new fire .), thereby expanding service coverage for rector-level position to support and coordinate ith other City Divisions and external partners.	 Select locations and and 11. 	d commence building designs for Fire Hall No's. 10 munity Support Program to SFD's Community Risk

Drive Corporate Transformational Change

Priority	Outcomes		Key Indicator
Customer-Centric Service Delivery	 A customer-centric service culture that enables the City to reliably meet established levels of services and consistently achieve high customer satisfaction across the organization. The City is a leader in providing an equitable and quality customer experience for all residents. Residents can access City information and customer service quickly and easily in a manner that suits their needs 		People satisfied with the quality of City Communications (%) – Online Panel only Target: 80% Actual: 77%
 Updated 'My Utility A options. Improved the Engage information on engag Initiated the impleme Relationship Manage experience and overa with the City. Improved processes a Kiosk. Offered several custor such as Customer Service Manager Trai Introduced a new and 	entation of the first phases of a Customer ment (CRM) system to improve the public's all customer satisfaction when communicating and services available at the City Hall Customer omer-focused training programs for employees rvice/Supervisor 101, Email Training and Customer	 Enhance the social in Develop a central residence of the initial complete the initial Complete the initial Conduct a Saskatoo Finalize the Custom Strengthen existing 	n a City Newsfeed pilot project. media procedures for content posts. esource for City Council to access relevant n be easily shared with their constituents. I phases of the CRM Project and launch the system.

Drive Corporate Transformational Change

Priority	Outcomes		Key Indicator
Efficiency and Effectiveness	 The City has a strong corporate sense of direction that aligns with the Strategic Plan and Official Community Plan. Our ability to proactively respond to opportunities and challenges, while managing risk and organizational change, is enhanced. Increased operational efficiency and effectiveness has resulted in greater savings and organizational success. There is increased use and integration of appropriate technology throughout the organization. Improved quality, management and use of data has enhanced informed decision making in operations and service delivery. 		IT Satisfaction Score (CIO) (%) Target: 80% Actual: 73% ¹⁰⁰ ⁶⁸ ⁷¹ ⁷³ ⁷⁵ ⁷⁴ ⁷⁵ ⁷⁴ ⁷² ⁷⁵ ⁷⁴ ⁷² ⁷⁴ ⁷³ ⁷⁵ ⁷⁴ ⁷⁵ ⁷⁵ ⁷⁴ ⁷⁵ ⁷⁵ ⁷⁴ ⁷⁵ ⁷⁵ ⁷⁵ ⁷⁴ ⁷⁵ ⁷⁵ ⁷⁴ ⁷⁵ ⁷⁵ ⁷⁴ ⁷⁵ ⁷⁵ ⁷⁴ ⁷⁵
 Obtained a 'AAA' Sta Recognized with the year. Presented the 2022 Supdate on the implet Developed a new int improve cross-function Defined business out across the corporation Performance Organiz Developed an operation 	s of Achievements ble Credit Rating for the 21st consecutive year. Canadian Award for Financial Reporting for a 15 th Strategic Plan Progress Report, which provided an mentation of the City's 2022-2025 Strategic Plan. ernal governance model for Administration to onal collaboration and decision-making. comes and targets to drive operational excellence on. This is part of ongoing work to become a High- tation (HPO). ing framework and identified tool requirements , outlining data roles and responsibilities.	 Improve the depart Commence plannin Plan. Implement the new Continue to provide employees on frauc Management Progr Develop and embed management and tl Put in place a data in decision making. Enhance the City's o of data and insights 	Strategic Plan Progress Report. Emental business planning process and tools. In for the development of the 2026-2029 Strategic Internal governance model. In the training and awareness opportunities to I risks and improve the City's Fraud Risk

Drive Corporate Transformational Change

Priority	Outcomes		Key Indicator
People and Culture	 The City is an inclusive, respectful and collaborative workplace that fosters safety and high-performance. Engaged, dedicated leaders empower their teams and work together to strengthen our culture of excellence. A motivated workforce that feels valued and supported to perform at their best. Human Resources is widely regarded as a trusted strategic partner within the Administration, helping us achieve our goals. 		Lost Time Injury Rate Target: 2.04 Actual: 3.44 again and a state of the measures that helps determine progress.
2023 Highlights	s of Achievements	Key Work Planned for 2024	
 Implemented a Mental Wellness Resource Hub with information, courses and resources available on a wide array of psychological health topics for staff. Hosted an annual "atoskewin - Engaging an Indigenous Workforce - Career Fair" to provide job seekers within Saskatoon's Indigenous community with information about available jobs, career paths, and training opportunities. Continued to leverage the City's enterprise resource planning software (SAP system) by implementing a one-reporting system for Incident Reporting and Investigation. The new module replaces five old systems. Revise the Respectful and Harassment Free Workp Update the Violence Policy and Prevention Plan do training materials. Continue to develop the Traumatic Incident Preven Continuum framework. Facilitate collaborative and focused discussions wit goals. Develop People and Culture business outcomes and nurturing a high-performance workforce at the City. 		e Policy and Prevention Plan documents and p the Traumatic Incident Prevention and Response ork. tive and focused discussions with the Unions on DEI d Culture business outcomes and targets for rformance workforce at the City. e leadership development framework as well as the gement process, education and tools for managers. hancements on the Incident Reporting and le, complete system testing and implement self- o managers. ous Recruitment Strategy aimed at recruiting and us talent within the organization.	



This section highlights initiatives being watched in 2023 as identified during departmental business planning.

Initiatives	Description	2023 Updates	Status
Community Safety and Well-Being (CSWB) Framework (Priority: Community Safety and Wellbeing)	Develop a community-wide safety and well-being strategy that defines and evolves the City's role in addressing social challenges, emphasizing crime reduction, neighbourhood safety and homelessness.	 Hired a Social Development Manager to help coordinate this initiative. Helped community members access resources provided by the City to address housing-related issues. 	
Development Levy Review (Priority: Engagement on Infill and Growth)	Prepare and implement a formal administrative framework for the City of Saskatoon's development cost charges, including development levies and service agreement fees.	 Completed the current state documentation for Service Agreement Fee (SAF) and Levy Framework. Planned an engagement session with Saskatoon's development industry. This will be held in 2024 after some initial delays. 	
Material Recovery Centre (Priority: Environmental Sustainability)	Construct waste diversion facilities at the Landfill that enable the collection of divertible waste before it is sent to the landfill. They will also allow for future expansion of divertible waste options.	 Completed the construction of the Material Recovery Centre (MRC). Opened the MRC to the public to receive items, such as paper and plastic recycling, appliances, batteries, oil and antifreeze, electronics, metals, tires, bicycles, etc. Reduced daily operating hours and staffing levels due to budget constraints. 	

Note: As with previous updates throughout this report, red, amber and green (RAG) colours are used to denote status. The green signal indicates that the project is on track, the amber signal indicates caution due to potential project risks, while the red signal indicates that the project is off-track, or at risk of being unsuccessful. A 'no-colour' status signifies that the project is on-hold or yet to begin.

Initiatives	Description	2023 Updates	Status
Downtown Event & Entertainment District (Priority: Downtown Development)	Plan for the development of a Downtown Event and Entertainment District comprising a new event centre and convention centre.	 Brought a report to City Council on a potential private partner to manage the event centre and arena. Approved a competitive procurement process Selected a technical advisor. Commenced the conceptual design. Continued work on the development of the District Plan. 	
Green Teams 2.0 Implementation (Priority: Environmental Sustainability)	Foster a culture of workplace sustainability, assess the existing sustainability practices within our workplaces, and identify areas for improvement.	 Launched the 'Green Team' project, with a focus on corporate recycling and organics collection. Started creating an inventory for recycling containers and signage, as well as plans for rolling out green carts to civic facilities. Further developed the program, with plans for a pilot in 2025 and full operation by 2026. 	
Home Energy Loan Program (Priority: Environmental Sustainability)	Develop, launch, and operate a Property Assessed Clean Energy (PACE) financing program for Saskatoon.	 Approved 275 applicants for the program, of which 100 projects were fully completed. Launched a suite of energy efficiency education tools and services, including the residential solar map, the energy coaching service, the home energy map, the real estate agent training program, a communications campaign, and a partnership with the Canadian Home Builders Association. 	

Initiatives	Description	2023 Updates	Status
Pathways for an Integrated Green Network (Priority: Environmental Sustainability)	Implement the Green Infrastructure Strategy in Saskatoon, creating a sustainable habitat for people and nature by strengthening partnerships, incorporating Traditional knowledge, and increasing eco-literacy in the community.	 Secured up to \$20 million from Infrastructure Canada's Natural Infrastructure Fund (NIF). Advanced over 20 activities with NIF funding, including Natural Areas Management Plans, food forest demonstration sites, park and landscaping upgrades, stormwater improvements, and irrigation upgrades. Initiated the Green Network Program. 	
Waste Utility (Priority: Environmental Sustainability)	Transition of a mill-rate funded waste model to a utility model, where options exist to reduce costs for those that produce less garbage.	 Obtained City Council approval for black cart rates for 2024. Finalized the contract for small and medium cart purchases and deployment Sustained the organics processing program despite contract default issues and worked on developing a long-term strategy 17,000 tonnes of organics were diverted in the first year of the Green Cart Program. 	
Water Conservation Program (Priority: Environmental Sustainability)	Implement a comprehensive set of actions to reduce peak summer water usage, alleviate strain on infrastructure, and achieve various community goals such as water conservation, emission reduction, affordability, and cost management.	 Completed irrigation improvements at seven sports fields, saving over 17 million litres of water, \$65,000 and 8 tonnes CO2e Completed improvements at two spray pads, saving 6.4 million litres of water, \$24,000 and 2.7 tonnes CO2e Audited 21 parks for potential irrigation and naturalization enhancements Consulted the community on park improvements at Leif Erickson and Boughton Park 	

Initiatives	Description	2023 Updates	Status
Saskatoon Transit Bus Rapid Transit Implementation (Priority: Transportation)	Introduce a new form of transit service in Saskatoon that connects residents efficiently and directly to their desired destinations by implementing a high- frequency, direct service along major corridors, as outlined in the Transit Plan.	 Received Government of Canada approval for the first of three Bus Rapid Transit (BRT) lines, associated intelligent transportation system and additional buses, under the City's Investing in Canada Infrastructure Program (ICIP) application 	
Cybersecurity Continuous Improvements (Priority: Smart City)	Continually improve the cybersecurity policy, procedures, guidelines, and standards to help protect the City against cyber attacks.	 Improved Cybersecurity training Updated Cybersecurity Strategy and Roadmap Strengthened Cybersecurity Incident Response Reviewed Vulnerability Management and associated Risk Register Improved Identity and Access Management 	
Improve Corporate Data Analytics and Reporting (Priority: Smart City)	Provide corporate reporting and business intelligence tools for all enterprise systems to develop ad-hoc and standard reports.	 Initiated the corporate data strategy and data governance roadmap Defined data roles and tools Secured the budget for a data warehouse software Commenced the process for a corporate reporting governance framework for data and analytics intake 	

Initiatives	Description	2023 Updates	Status
Civic Operations Long Term (COLT) Project (Priority: Civic Assets)	Relocate current operations out of the City Yards and allow for the redevelopment of North Downtown by creating new satellite operations facilities in the North, Southeast, and Southwest areas of the City.	 On hold: did not receive funding in the 2024- 2025 Budget 	000
Corporate Accommodations Program Implementation (Priority: Civic Assets)	Develop a comprehensive capital development plan encompassing a strategic vision outlining the current status of all civic services and service levels and future state requirements for all civic departments.	 Finalized the Corporate Accommodations Business Case, Project Charter, and Procedure. Optimized and implemented the Corporate Accommodations request intake process and delivery 	
Cornerstone Project (Priority: Quality of Life and Public Safety)	Transform the business to become a national leader in delivering building and development permits.	 Continued work on the development applications, encroachment, addressing, property information disclosure and business licensing workflows, for the Cornerstone e- Permitting system 	

Initiatives	Description	2023 Updates	Status
Implementation of an Election Management System (Priority: Equitable and Accessible Services)	Implement an Election Management System (EMS) for the City to enhance the management of municipal elections, particularly in voter's list management and mail-in ballot voting.	 Implemented and tested the EMS system in advance of the 2024 election 	
Project Management Standards (Priority: Procurement and Project Management)	Advance project management best practices across the organization through the standardization of processes, procedures, tools, and staff training, in alignment with the new corporate project management standards.	 Provided senior City Administration leaders with an update on the status of the organization's project management practice Initiated an audit of the City's Project Management Standard to identify areas for improvement 	
Customer Relationship Management System (Priority: Customer Centric Service Delivery)	Implement a new Customer Relationship Management (CRM) system to enhance interactions between the public and the City, streamline processes, centralize the knowledge base and customer data, and improve the overall customer experience.	 Signed the contract for the implementation of the CRM software Completed discovery and design workshops Commenced system design, build, and integration Initiated change management information sessions and workshops with stakeholders 	

Initiatives	Description	2023 Updates	Status
Corporate Quality Management System (Priority: Efficiency & Effectiveness)	Develop and implement a fully mature quality management system for the City. Achieving quality is about meeting requirements or hitting the right target. Quality Management is a way to coordinate work to consistently achieve those requirements, targets or objectives.	 Worked on the development of a new Quality Management Policy Established new guidelines for creating policies and procedures throughout the corporation Increased organizational learning and awareness relating to Quality Management practices 	
Develop and Implement Data Governance Strategy (Priority: Efficiency & Effectiveness)	Establish a data governance strategy that ensures the reliability and integrity of data in order to make effective use of modern analytical/ business intelligence tools.	 Developed and defined the operating model for the City's data program Identified the role requirements for data governance and management Began defining accountabilities for the City's data governance structure Sustained data governance awareness and data literacy efforts Started incorporating data governance controls in data related projects 	

Initiatives	Description	2023 Updates	Status
Fusion Sustainment (Priority: Efficiency & Effectiveness)	Provide continuous support for digital business transformation across the organization, facilitate sustainment activities, manage ongoing enterprise resource planning (i.e., SAP system) projects, and drive future enhancements.	 Defined business outcomes and targets to drive operational excellence, with SAP as an enabler for building a high-performance organization Delivered self-service SAP reporting capabilities in the areas of Supply Chain Management and Asset Management to support data-driven decision making Built SAP technical capability in-house and established strategic relationships with key partners Addressed some foundational system gaps and moved from the project phase to sustainment 	
Implementation of the Fraud Risk Management Program (Priority: Efficiency & Effectiveness)	Update the organization's fraud risk assessment and expand its coverage to all areas of the organization by standardizing procedures, controls, tools, and templates related to fraud prevention.	 Largely completed the first phase of the program Participated in National Fraud Prevention Month (March) and International Fraud Awareness Week (mid-November) Implemented an annual review of the Fraud Policy as part of employees' annual Performance Review 	
SAP Budgeting / Capital Projects (Priority: Efficiency & Effectiveness)	Develop and implement a user- friendly budgeting module that includes features such as FTE budgeting, resolution of tickets, creation of templates and reports aiming to review and improve the current processes for Capital budgets.	 Completed the Budget Module Enhancement project Administration will continue to work on continued enhancement through regular operations. No further reporting required. 	

Initiatives	Description	2023 Updates	Status
Leadership Development (Priority: People & Culture)	Offer learning opportunities that will equip leaders with practical managerial knowledge, tools, and self-reflective abilities to effectively lead others, drive team performance, and align with organizational goals and core values	 Continued offering the Situational Leadership Program to employees Launched eight e-learning courses as part of 'Supervisor 101' for employees in supervisory roles Introduced an e-learning course on Performance Management for employees 	
REDI – Reconciliation, Equity, Diversity and Inclusion (Priority: Reconciliation, Equity, Diversity and Inclusion)	Drive meaningful organizational and policy changes within the City through a comprehensive review of hiring practices, programs, and policies to foster an inclusive and equitable environment.	 'Systemic Barriers' was selected as a priority discussion item for 2023 by the Indigenous Technical Advisory Group Held an initial brainstorming session on decolonizing City hiring and retention, improving public engagement, and expanding representation on City boards and committees Gathered valuable employee feedback on their experiences working for the City, which led to some prioritized recommendations for improvement. 	



Conclusion

The City will continue to improve its corporate performance reporting.

The 2023 progress report represents an improvement from the previous year, providing a more comprehensive update to the public, City Council and City employees on the strides made in executing the 2022-2025 Strategic Plan.

While continuing to build on the work done in 2022 with the first progress report, this year's report offers more insight into the Key Performance Indicators (KPIs) that define the City's Strategic Goals. Therefore, a new 'analysis section' has been included alongside the update on the Strategic Goals.

Like the Strategic Plan, the report does not cover every aspect of the City's work, but it remains instrumental in evaluating progress across a range of critical initiatives undertaken by the City, in collaboration with several community partners.

The corporation continues to make improvements in data governance, management and collection, which will pave the way for the development of better-suited KPIs to measure progress in certain areas.

The achievements reported here serve as a testament to the dedication, hard work and collaboration of City employees and community partners.

City Administration recognizes the opportunities to further enhance corporate performance reporting in the coming years. This is in line with the organization's commitment to continuous improvement and effective governance.

Monitoring and reporting on our progress is critical to developing sound corporate strategy, driving operational excellence and making judicious use of public funds for the benefit of the community.

The City will continue to improve future reports, making them more meaningful, user-friendly and reflective of the community's ongoing efforts to achieve the City's strategic goals and priorities.

Appendices



Appendices

#	Item	Document Link/Page	
1.	Glossary	Page 58	
2.	Abbreviations	Page 61	
3.	List and Definitions of KPIs	Page 63	
4.	Corrigenda	Page 72	
5.	City of Saskatoon 2022 – 2025 Strategic Plan	Strategic Plan 2022-2025	
6.	City of Saskatoon 2018 – 2021 Strategic Plan	Strategic Plan 2018-2021	
7.	Community Vision – Saskatoon Speaks 2011	Saskatoon Speaks 2011	
8.	2022 Strategic Plan Progress Report	2022 Progress Report	

Glossary

Glossary - ...1/2

Corporate Asset Management (CAM): The City's integrated approach to effectively plan for and manage existing and new assets to maximize benefits, reduce risks and provide the agreed-upon levels of service to the community in a sustainable manner.

Consolidated Business Plan: An internal document that summarizes the various City departmental business plans. It highlights a few of the many exciting initiatives at the City that have wide-reaching impacts on the organization or the community, and that generally require broad organizational support to be successful. It also presents some of the common risks and issues identified by the departments. It is a tool that supports the execution of the Strategic Plan.

Departmental Business Plan: Every department produces a business plan outlining the work they will do to maintain and improve their core services, as well as support the implementation of the City's Strategic Plan. The business plan identifies the initiatives the department will focus on within a period and how resources, like the budget and staff capacity, will be managed. **Fusion:** This is a workplace transformation project that will see City of Saskatoon employees adopt industry recommended practices and implement one master database for information. Through this project, the City will be fusing almost 300 systems in areas such as Finance, Human Resources, Supply Chain Management and Asset Management into a single master database using SAP. Fusion will provide a unified approach to managing our resources and lead to important operational benefits and savings across the organization.

Key Actions: An essential step or activity that the City will take to achieve the outcomes identified under a priority area in the Strategic Plan.

Key Performance Indicator: These are the performance measures that the City chooses to watch to get an indication of how well it is performing against its Strategic Plan.

Outcome: Within the 2022-2025 Strategic Plan Outcomes describe the intended end goal within each of the priorities.

Glossary - ...2/2

Pillars: Three key components of the Strategic Plan that highlight the work the City needs to do to achieve the Strategic Goals:

- 1. Advance City Council's Priorities
- Deliver Excellence in Core Services and Operational Priorities
 Drive Corporate Transformational Change

Progress Report: A document that provides an update on the progress the City is making in implementing its Strategic Plan.

Saskatoon Speaks: "Saskatoon Speaks" was a community engagement initiative completed by the City in 2010. This initiative aimed to ensure that the voices and perspectives of residents were considered in the City's long-term vision and plan for growth.

SREDA: Stands for the 'Saskatoon Regional Economic Development Authority'. The agency promotes economic growth and development in the Saskatoon region. SREDA helps entrepreneurs start and expand businesses, supports Indigenous economic reconciliation, assists in attracting new businesses to Saskatoon, encourages the growth of local businesses, coordinates collaborative development across the Saskatoon Region and provides insight into the local economy. **Strategic Goals:** The major objectives that the City aims to achieve over a period of time.

Strategic Plan: A guiding document that sets the direction and priorities for the City, generally over a four-year timeframe. The Strategic Plan does not cover all the important work we do as a City. Instead, it focuses on the changes and improvements that we plan to make over a period of time to ensure that Saskatoon remains one of the best cities to live, work, learn and play.

Strategic Portfolio: The Strategic Portfolio is a small number of initiatives selected by the senior leadership under the 'Drive Corporate Transformational Change' pillar to advance the City's workplace transformation efforts. These initiatives require organization-wide collaboration.

Abbreviations

Abbreviations ...

- AMP Asset Management Plan **BID - Business Improvement District** BRT - Bus Rapid Transit project BSCF - Building Safer Communities Fund CAM - Corporate Asset Management CAZA - Canada's Accredited Zoos and Aquariums CRM - Customer Relationship Management CSWB - Community Safety and Well-Being DEED - Downtown Event and Entertainment District **DEI - Diversity Equity and Inclusion** EAM - Enterprise Asset Management **GIS - Geographic Information System** ICIP - Investing in Canada Infrastructure Program **ITS** - Intelligent Transportation System
- IWG2S Indigenous Women & Girl and Two Spirit People

- MRC Material Recovery Centre
- N/A Not Applicable/Available
- NB nota bene (latin for 'note well')
- PID Property Information Disclosure
- P4G Partnership for Growth
- RAG Red, Amber, Green
- REDI Reconciliation, Equity, Diversity, and Inclusion
- **RFTC Regional Fire Training Centre**
- SAAC Saskatoon Accessibility Advisory Committee
- SAF Service Agreement Fee
- SFD Saskatoon Fire Department
- SHRC Saskatchewan Human Rights Commission
- SREDA Saskatoon Regional Economic Development Authority

List and Definitions of KPIs

List and Definitions of KPIs – ... 1/8

<u>Section</u>	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Goal - Culture of Continuous Improvement	1	Civic Satisfaction with the City's Quality of Services	The feedback gathered from the public in Saskatoon on their level of satisfaction with civic services, governance, community engagement, and quality of life provided by the City.	The responses help the City to identify gaps and improve the services provided for the benefit of the public.	13	Civic Satisfaction & Performance Survey - 2023
	2	City Workforce Diversity	The level of representation of different demographic groups within the City's workforce.	A more diverse workforce is often associated with various benefits, including improved decision-making, enhanced creativity, higher productivity and a broader range of perspectives.	13	2022 City of Saskatoon - Annual Report
Goal - Quality of life	3	New Attainable Housing Units	A change in the supply of residential properties or housing units available at affordable prices or rental rates for individuals or families with moderate/low incomes. These units aim to address the housing affordability challenges faced by many individuals or households who may struggle to afford market-rate housing options.	Monitoring the growth rate of new attainable housing is essential to addressing housing affordability and accessibility challenges in a specific location. It reflects the City's commitment to meeting the diverse housing needs of residents and promotes an inclusive and sustainable community.	14	Saskatoon Strategic Trends 2022
	4	Fire Response Time within 380 seconds (NFPA 1710)	The frequency with which the target is met for the time it takes the Saskatoon Fire Department to respond to a fire incident from the moment the emergency call is received. It includes the time it takes for the fire department personnel and equipment to reach the location of the fire, assess the situation, and initiate firefighting and rescue operations.	It helps the City to safeguard the lives, property, and the overall well-being of the public. It reflects a commitment to providing efficient emergency services and maintaining a safe community.	14, 23	Saskatoon Fire Department 2023 - Year in Review
Goal - Moving Around	5	Transit Ridership	The total number of riders using Saskatoon Transit services in a given year. It shows growth or decline in public transit use and popularity.	It provides essential data for budgeting and evaluating the impact of transit policies on community well-being.	15	2022 City of Saskatoon - Annual Report
	6	Transit Service within 450 m of Development (Service Coverage)	The percentage of transit stops within a maximum walking distance of 450 meters (or a 5-minute walk).	The City can ensure that public transportation is accessible to as many people as possible. This is in line with the City's goals for sustainable growth and equal access to transit options for all residents.	15	Saskatoon Transit Service Standards
List and Definitions of KPIs – ... 2/8

<u>Section</u>	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Goal - Asset and Financial Sustainability	7.a	Lead Water Service Lines Replaced	The proportion of lead-containing service lines replaced with safer, non-lead alternatives in the water distribution system.	Service lines are pipes that connect water mains to individual properties or buildings. Historically, lead was commonly used in plumbing and water distribution systems, and could leach into drinking water, posing health risks, particularly to young children and pregnant women. Replacing the lead pipes eliminates lead exposure in the water supply and ensures the safety of residents and compliance with regulations.	16	<u>Corporate Asset</u> <u>Management</u>
	7.b	Trunk Sewer Mains (Sanitary Sewer Trunks)	The proportion of trunk sewer mains assessed in good to very good condition within a specific sewer network or system.	Trunk sewer mains are large pipelines that carry wastewater from smaller sewer lines to treatment facilities or disposal points. Monitoring their condition is crucial to ensure the efficient and reliable functioning of the sewer system.	16	Corporate Asset Management
	7.c	Collector Sewer Mains (Sanitary Sewer Collectors)	The proportion of collector sewer mains assessed to be in good to very good condition within a specific sewer network or system.	Collector sewer mains are pipelines that collect wastewater from smaller lateral sewers and transport it to trunk sewer lines or treatment facilities. Monitoring their condition is essential to ensure the proper functioning and reliability of the sewer system.	16	<u>Corporate Asset</u> <u>Management</u>
	7.d	Distribution Water Mains (Water Mains)	The overall health and reliability of the water distribution system within the City.	Water mains are crucial infrastructure for delivering clean and safe drinking water to homes, businesses, and public facilities. Their condition helps ensure the city provides clean, safe, and reliable water to its residents, promotes public health, and ensures sustainable water management practices.	16	Corporate Asset Management
	7.e	Overpasses	The proportion of overpasses (bridge structures) in good to very good condition within a specific transportation network or system.	Overpasses allow roads or railways to cross over other roads, railways, water bodies, or obstacles. Monitoring the condition of overpasses is critical for ensuring the safety and functionality of transportation infrastructure.	16	Corporate Asset Management

List and Definitions of KPIs – ... 3/8

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Goal - Asset and Financial Sustainability	7.f	Bridges	The proportion of bridges assessed in good to very good condition within a specific transportation network or system.	Bridges allow roads, railways, or pedestrians to cross over obstacles like rivers, valleys, or other roadways. Monitoring the condition of bridges is crucial for ensuring the safety and functionality of transportation infrastructure.	16	Corporate Asset Management
	8	Debt as Percentage of Operating Revenue	How much debt the City has relative to its revenue from sources such as taxes and fees. This analysis compares the City's debt profile to those of other municipalities.	It helps the City manage debt relative to operating revenue, ensuring that Saskatoon can provide quality services while preparing for future growth and challenges.	16	2022 City of Saskatoon - Annual Report
Goal - Environmental Leadership	9	Reduction in Corporate Greenhouse Gas (GHG) Emissions	The decrease in the amount of greenhouse gases the City produces compared to the 'net zero by 2050' target. A reduction in these emissions indicates the extent to which the City is working to decrease its environmental impact and contribute positively to addressing climate change.	It helps the City plan long-term and short-term sustainability and climate action efforts that enable the City to fulfill its environmental responsibilities towards residents.	17	Alternative Currents: A Renewable and Low-emissions Implementation Plan
	10	Waste Handled by the City that is Diverted	The percentage of waste materials handled by the City that is diverted from disposal in landfills and redirected towards more sustainable waste management practices, such as recycling, composting, or waste-to-energy programs.	Instead of sending all waste materials to landfills, which can be environmentally harmful and contribute to greenhouse gas emissions, waste diversion aims to reduce the amount of waste in landfills and prioritize more eco- friendly and resource-efficient waste disposal methods. It allows the City to assess the effectiveness of its waste management strategies, identify areas for improvement, and work towards more sustainable and environmentally responsible practices.	17	<u>Waste Diversion -</u> <u>City of Saskatoon</u>
Goal - Economic Diversity and Prosperity	11	Turnaround Time Met on Business License Issuance	The frequency with which the target turnaround time is met on business license issuance, i.e., the period from the time an application is submitted to the time the City processes and issues a business license.	It helps the City improve its efficiency and effectiveness in completing the business licensing process. Quick turnaround service levels promote a business-friendly environment favourable to economic growth and prosperity.	18	Business License Online
	12	Annual Land Sale	The total revenue generated from land-related activities in a given year. It provides insight into the growth or decline of land revenue over time.	Financial returns from land development operations stay in the City. They are generally allocated for various capital projects that would otherwise be funded through the mill rate or borrowing.	18	2022 Saskatoon Land Annual Report

List and Definitions of KPIs – ... 4/8

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Goal - Sustainable Growth	13	City Population	The change in the population of Saskatoon over a specific period, typically measured annually.	It provides insight into the Saskatoon's population trends and helps plan for future development and resource allocation.	19	2022 City of Saskatoon - Annual Report
	14	Residential Infill Development (5-year trend)	Residential infill development measures the City's success in reducing requirements for new infrastructure and ongoing maintenance costs. Residential infill development refers to building or renovating homes within existing urban areas or neighbourhoods, typically on vacant or underutilized lots to create new dwelling units.	It reflects the City's use of existing infrastructure and services, which can lead to more sustainable and efficient land use. It also helps identify patterns and long-term shifts in the City's development practices and urban planning policies related to infill projects.	19 <i>,</i> 22	2022 City of Saskatoon - Annual Report
Pillar - Advance City Council's Priorities	15	Transit On-Time Performance	The rate at which buses arrive, pass or leave a predetermined bus stop along their route within a specific time frame. The Saskatoon Transit standard specifies that key timing points depart from 0 minutes before to 3 minutes after the scheduled departure time on 85% of trips, and no vehicles will leave a time point early. Arrival times at key timing points are from 5 minutes early to 1 minute late on 90% of trips.	The City can understand areas that need improvement, providing valuable data for informed planning and resource allocation. This ensures that investments are directed towards enhancing the services of Saskatoon Transit.	22	Saskatoon Transit Service Standards
	16	Investment Returns	How successful the municipality is at achieving its predetermined investment return targets.	This metric helps monitor the City's financial performance and investment decisions.	22	2022 City of Saskatoon - Annual Report
	17	Admissions Rate at City Cultural and Recreational Facilities per 1,000 Population	The total utilization as measured by admissions at city owned and operated cultural and recreational facilities relative to the population size. This metric provides insight into the number of visits to the city's cultural and recreational facilities per 1,000 residents.	This information helps the City enhance community well- being and livability, making it a more attractive and desirable place to live, work, study, play and visit. It reflects the popularity and accessibility of these facilities to the community.	22	2022 Annual Report - Recreation and Community Development
	18	People who report that a friend or colleague would feel safe living in Saskatoon	The percentage of individuals who believe that someone they know, such as a friend or colleague, would feel safe if they lived in Saskatoon.	It helps the City understand how residents perceive safety, which is important in shaping plans and determining investments for a safer, more attractive and thriving community.	22	2022 City of Saskatoon - Annual Report

List and Definitions of KPIs – ... 5/8

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Pillar - Deliver Excellence in Core Services and Operational	19	Indigenous Procurement Spend	How much of the City's total procurement budget was spent on contracts awarded to Indigenous businesses within the community or businesses predominantly having Indigenous employees.	The City can help improve economic equity through procurement. This KPI tracks the City's support for Indigenous businesses or entrepreneurs and reflects the City's dedication to Reconciliation through ongoing collaboration with Indigenous communities.	23, 39	Indigenous Procurement Protocol
Priorities -	20	Snow Grading of Streets Completed within Service Level (Priority 1,2,3 – 2022/23 winter season)	The percentage of times the service level deadline was met on Priority 1, 2 and 3 streets after a snow event of more than 5 cm.	Saskatoon experiences an average of 5 to 6 snow events (minimum snowfall of 5 cm), along with various other weather events, every winter. Based on priority levels, the City and contractor crews work together to clear the snow from the roads. These levels are categorized as Priority 1 (roads are cleared within 12 hours of the end of snowfall), Priority 2 (roads are cleared within 36 hours), and Priority 3 (roads are cleared within 72 hours).	23	Winter Road Maintenance
	21	People who believe the City provides meaningful opportunities to participate in engagement activities	The percentage of people who believe the City provides meaningful opportunities to participate in engagement activities (Engagement Plan/Execution), e.g., the City offers various ways for residents and stakeholders to actively participate.	It helps to ensure that the public's voice is heard and considered, ultimately leading to more informed and responsive decision-making.	23	Civic Satisfaction & Performance Survey - 2023
	22	Kilometers of park pathways per 1,000 residents	The extent to which the City has successfully provided park pathways relative to its population size. It measures the length of park pathways (in kilometers) available for every 1,000 residents in Saskatoon. Supervisory staff inspects park pathways annually or when the public reports poor conditions. Repair and maintenance of these pathways are prioritized and funded through operating budgets.	It indicates where the City can provide better access to recreational spaces and opportunities for outdoor activities. This aligns with the City's efforts to enhance public spaces and give residents accessible green areas.	23	2022 City of Saskatoon - Annual Report

List and Definitions of KPIs – ... 6/8

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Pillar - Drive Corporate Transformatio nal Change	23	People satisfied with the quality of City communications	The level of satisfaction among respondents as it relates to how well the City communicates with residents.	It helps the City identify strengths and areas for improvement in its communication strategies, ensuring that the information reaches the community effectively and that residents feel well-informed and engaged.	24	Civic Satisfaction & Performance Survey - 2023
	24	Residents who feel the City makes customer service a priority	How residents feel about the quality of customer service the City provides.	It provides valuable feedback to the City regarding the effectiveness of its customer service delivery and helps identify areas for improvement.	24	Civic Satisfaction & Performance Survey - 2023
	25	IT Project Completion Rate	The percentage of Information Technology (IT) projects that were successfully delivered and closed compared to the target number of IT projects to be undertaken during a given period.	This metric provides insight into the efficiency of IT's project management practices and helps with decisions on how to effectively managing resource allocation to enhance project success rates in the future.	24	N/A
	26	Lost Time Injury Rate	A lost time injury is any work-related injury or illness that leaves an employee unable to perform their regular duties, thereby requiring them to take time away from work. This indicator measures the number of lost-time injury claims per 100 full-time equivalent workers.	It provides insight into the safety performance in the workplace and helps the City to prioritize workplace safety, by taking proactive measures to reduce injuries and creating a safer and more productive work environment for its employees.	24	Report - Frequency of Lost Time Injury Rate
	27	IT Satisfaction Score (CIO)	The level of satisfaction of City employees with the services and support provided by the Information Technology (IT) department.	It helps the IT department to create plans that meet the organization's technology needs, thus enabling the work that City employees do to serve the public.	24	N/A
	28	Increase in Social Media Engagement	An indication of the City's social media reach, which consists of the change in the number of followers or subscribers on platforms such as Facebook, X (formerly known as Twitter), and Instagram over a specific period (aggregate score).	The City can use this information to enhance its online presence, community engagement, communication, and transparency. It is an essential tool for maintaining interaction with residents who use these platforms to communicate.	24	N/A

List and Definitions of KPIs – ... 7/8

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Priority - Economic Development	29	Property Tax per Capita	Compares the average property tax per resident collected by different municipalities.	This comparison helps in evaluating the fairness and competitiveness of the City's property tax regime.	28	2022 City of Saskatoon - Annual Report
Priority - Engagement on Infill and Growth	30	People who feel the City does enough to get public input on decisions it makes	A gauge of the public's opinion about the City's efforts to involve the public in its decision-making.	This information can help strengthen the City's decision- making process by improving transparency, inclusivity, and public engagement.	30	Civic Satisfaction & Performance Survey - 2023
Priority - Downtown Development	31	People who feel the City is on the right path to making downtown an appealing place to live	A gauge of the public's opinion about the City's efforts to enhance the appeal of living in the downtown area.	This KPI can help inform decisions regarding the City's urban development and revitalization initiatives in the downtown area.	33	Civic Satisfaction & Performance Survey - 2023
Priority - Environmental Sustainability	32	Reduction in Community Greenhouse Gas (GHG) Emissions	The progress made to reduce emissions from the 2014 baseline with a focus on achieving net zero emissions by 2050. It is the net difference or variation in the amount of greenhouse gas emissions produced by the community over a specified time.	The metric helps in developing long and short-term sustainability and climate actions that advance the City's environmental commitments.	34	<u>Saskatoon.ca -</u> <u>Community GHG</u> <u>emission</u>
Priority - Smart City	33	Number of Projects, Programs, Services and Operations under the Smart City Portfolio	A point-in-time view of the number of active initiatives under the Smart City portfolio. A Smart City here refers to an urban area that uses information and communication technology (ICT) and data-driven solutions to enhance sustainability, efficiency, and overall livability.	This number is a foundational indicator of ongoing initiatives that can catalyze Saskatoon's Smart City Program. The positive impacts and successes of many of these initiatives are important to developing the business case needed to further coordinate, build and expand the Smart City Program.	36	N/A

List and Definitions of KPIs – ... 8/8

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Priority - Civic Assets	34	Roadways and Sidewalks in Satisfactory and Good Condition	The overall condition and safety of these critical transportation structures within Saskatoon.	These ratings are essential to assessing the quality of the infrastructure and its ability to support safe and efficient transportation for residents.	37	Corporate Asset Management
	34.a	Primary Sidewalks	The primary sidewalk network consists of curb and sidewalks alongside roads classified as collector, arterial, and expressway roads.	It helps the City enhance urban mobility and safety, boost economic activity by facilitating access to businesses, and connect various areas for improved accessibility.	37	Corporate Asset Management
	34.b	Neighbourhood Sidewalks	The neighbourhood sidewalk network is comprised of curb and sidewalks alongside local roads that, for the most part, serve residents, or businesses within residential, commercial, and industrial neighbourhoods.	This information supports work done to foster a healthier lifestyle through the development of walkable neighbourhoods. This contributes to a neighbourhood's attractiveness and property value.	37	Corporate Asset Management
	34.c	Expressways	Expressways carry very large volumes of high-speed traffic and serve as primary trucking routes through the city.	The metric supports the City's efforts to enable rapid long- distance travel, improve commutes, and provide vital movement during emergencies.	37	Corporate Asset Management
	34.d	Arterial Roadways	Arterial roadways carry large volumes of traffic between neighbourhoods and throughout different parts of the city.	It supports work done to manage urban traffic flow, provide essential access to economic zones, and offer alternate routes to alleviate expressway congestion.	37	Corporate Asset Management
	34.e	Collector Roadways	Collector roadways connect local roadways to arterial roadways, helping connect neighbourhoods to other areas of the city.	This metric helps optimize traffic distribution by preventing main road congestion, enhancing neighbourhood interconnectivity, and supporting public transit accessibility.	37	<u>Corporate Asset</u> <u>Management</u>
	34.f	Local Roadways	In most areas of the city, local roadways are the primary roadway connections serving properties.	It helps improve access to residential areas and local businesses, ensures a peaceful community environment, and prioritizes accessibility over speed for local traffic.	37	Corporate Asset Management
Priority - Equitable and Accessible Service	35	On-Time Performance vs Demand for Access Transit Services	An indicator of how frequently Access Transit buses are arriving on time to provide service to the people who need to use them.	This data helps the City to sustain transportation efficiency by ensuring that the services run punctually and optimize routes and schedules to match the demand.	38	Civic Satisfaction & Performance Survey - 2023
Priority - Quality of Life and Public Safety	36	People who feel Saskatoon is an inclusive and welcoming City	An indicator of the public perception and sentiment regarding the inclusive and welcoming nature of Saskatoon.	This information can help improve Saskatoon's efforts to promote inclusivity, diversity, and a sense of belonging among its residents and visitors.	40	Civic Satisfaction & Performance Survey - 2023

Corrigenda

Corrigenda...

A few errors were identified in the 2022 Strategic Plan Progress Report. Corrections to those errors are provided below:

Page No.	Section	Corrections
12	The City of Saskatoon at a glance	The AAA credit rating for 2022 was the 20th year of achieving this financial performance and not the 21st year.
17	Strategic Goal 4: Asset and Financial Sustainability	The percentages of assets in good condition for the previous year last assessed have been revised as follows: Lead line service (2022) – 65% vs. 64%; trunk sewer mains (2021) – 89% vs. 80%; collector sewer mains (2021) – 93% vs. 82%; water mains (2021) – 94% vs. 95%; overpasses (2021) – 86% vs. 67%, and bridges (2021) – 100% vs. 50%.
26	Priority – Economic Development	The Property Tax Per Capita data for 2022 has been revised to correct an error in the previously reported figures. The figures reported were for 2023 instead of 2022. The accurate figures for 2022 for the five cities are as follows: Edmonton – \$1,710, Calgary – \$1,649, Regina – \$1,105, Winnipeg – \$1,071, Saskatoon – \$1,019

Thank You!

A heartfelt appreciation to the City employees and community partners who contributed to the creation of this report.

Project Team:

Celene Anger – Chief Strategy and Transformation Officer Meka Okochi – Director, Organizational Strategy Execution Rotimi Alade – Manager, Strategic Planning Mary Ingram – Strategy Lead, Portfolio & Project Management Vriti Vasudevan – Performance Improvement Coordinator



2023 Report on Service, Savings and Sustainability (SSS)

ISSUE

The City of Saskatoon (City) strives to become the best-managed city in Canada. The purpose of this report is to provide City Council with an update on the City's accomplishments in 2023 to improve services, find savings, and enhance sustainability. The initiatives outlined in this report and the attached 2023 SSS Report support the Strategic Goal of A Culture of Continuous Improvement.

BACKGROUND

City Council, at its meeting held on February 7, 2005, resolved:

- 1. That City Council confirm its commitment to continually attempt to increase the corporation's productivity and efficiency, and
- 2. That City Council instruct Administration to prepare a report annually on efficiencies implemented in the previous year.

CURRENT STATUS

The City's annual Service, Savings and Sustainability (SSS) Report highlights the innovative and creative ways employees are fostering a culture of continuous improvement in all aspects of civic operations.

This report uses the following categories:

- Service improvements focus on how employees are working hard to continually enhance the quality and reliability of current civic services as well as adapt to the changing needs of the public.
- Savings underscore the power of thinking differently and adopting new processes to use human and financial resources as effectively as possible.
- Sustainability speaks to efforts to ensure Saskatoon grows in harmony with nature, outlining initiatives that reduce the City's environmental footprint, mitigate the risks posed by climate change, and create a more equitable and socially responsible community.

DISCUSSION/ANALYSIS

The development of the 2023 SSS Report was initiated in late 2023 with contributions from City divisions under the categories of Service, Savings, and Sustainability.

A few highlights from each of those sections are presented below. The full 2023 SSS Report is included as Appendix 1.

Service:

• The City invited three young Indigenous artists to paint a new community tipi. The art was inspired by conversations with Elders, Knowledge Keepers, community members, and youth. The artwork and designs reflect the land, spirit, and people of Saskatoon.

- Despite a national lifeguard shortage, Recreation and Community Development staff have made a concerted effort over the past two years to ensure staffing levels were maintained and continue to provide quality aquatic recreation opportunities for Saskatoon. Recreation and Community Development was able to maintain full lifeguard staff who are fully trained through creative and enduring work and ensures that the City is able to provide access to programs, training, and safety supervision.
- Saskatoon Transit introduced mobile tickets for high school passes and postsecondary semester passes on the TGo and Transit mobile apps. This made it easier for students to access their passes, introduces cost savings on traditional ticketing infrastructure, and makes it easier to interact with Transit service.

Savings:

- The City undertook a review of black cart asset information in preparation for the implementation of the garbage utility and cart size request program. Through this process, the data was made more accurate, and the City was able to avoid \$540,000 in black cart costs.
- The Parks and Sustainability departments partnered to save approximately \$65,000 in water costs using an evapotranspiration-based irrigation system approach in seven sports fields in 2023. These results exceeded expectations and planning efforts have begun to optimize the entire Parks' irrigation network system.
- The Information Technology department took the opportunity to consolidating two Oracle licenses together to eliminate \$7,000 in extra maintenance costs.

Sustainability:

- The Household Glass Recycling Program had its best year yet in 2023. Sarcan recycled 167.84 metric tonnes of clear and coloured glass, and over 690 metric tonnes of household glass have been diverted from the landfill since the program's inception in 2019.
- The City's Environmental Grant program continued in 2023 to support nonprofits in the city. A total of \$59,000 in funding was awarded to 15 organizations that helped various environmental initiatives.
- A new dry pond was constructed in Weaver Park in 2023 to mitigate flooding for the intersection of Cascade Street/Dufferin Avenue and Bute Street/Dufferin Avenue as a part of the Flood Control Strategy project.

OTHER IMPLICATIONS

There are no financial, privacy, legal, social, or environmental implications identified.

NEXT STEPS

The 2023 SSS Report will be made available on the City's website, saskatoon.ca. The report's release and content will be promoted through social media channels and a News Release.

As with previous years, printed copies of the 2023 SSS Report will not be produced to continue to align with the sustainability efforts around using less paper.

APPENDIX

1. 2023 Service, Savings, and Sustainability Report

Report Approval	
Written by:	Mary Ingram, Strategy Lead, Portfolio & Project Management
Reviewed by:	Meka Okochi, Director of Organizational Strategy Execution
	Celene Anger, Chief Strategy and Transformation Officer
Approved by:	Jeff Jorgenson, City Manager

Admin Report - 2023 Report on Service, Savings and Sustainability (SSS).docx











2023 Service, savings & sustainability

LAND ACKNOWLEDGEMENT

We acknowledge that our community is located on **Treaty 6 Territory** and the **Traditional Homeland** of the Métis.





Indigenous peoples including Cree, Dakota, Dene, and Saulteaux have called the area now referred to as Saskatoon home for thousands of years.

Today, Saskatoon is home to Indigenous peoples from a diversity of cultures and language groups.

The City of Saskatoon recognizes the distinct order of government of First Nations and Métis and is committed to maintaining strong relationships through meaningful dialogue with Indigenous communities and organizations.

Strengthening cooperation and mutual support by working in partnership with Indigenous communities toward respective community goals and objectives is vital to fostering more inclusive communities.

INTRODUCTION

The 2023 Service, Savings, and Sustainability

(SSS) Report highlights the City's commitment to continuous improvement and providing the best possible service to meet the changing needs of a growing and diverse community.

This report captures how the City, as a steward of taxpayer dollars, found innovative and creative ways to enhance service delivery, capture new savings across the organization and grow in a sustainable way in 2023.



CONTENTS

Introduction1
Message from the Mayor on Behalf of City Council
Message from the City Manager on Behalf of the 2023 Executive Leadership Team 3
Public Engagement 4
Awards & Recognition7
Kudos from the Public
Spotlight on Service Feature
Reconciliation, Equity, Diversity, and Inclusion
Saskatoon Fire Department 28
Service Improvements 30

Swimming Service Improvements
Road, Water, and Sewer Improvements 38
Information Technology Improvements 42
Saskatoon Transit Improvements 48
Parks Improvements 54
Water Service Improvements 56
Solid Waste Improvements 60
Climate and Environmental Improvements
Government Funding
Saskatoon Land

MESSAGE FROM THE MAYOR ON BEHALF OF CITY COUNCIL





From L to R: Councillor Bev Dubois, Ward 9; Councillor Randy Donauer, Ward 5; Councillor David Kirton, Ward 3; Councillor Hilary Gough, Ward 2; Mayor Charlie Clark; Councillor Mairin Loewen, Ward 7; Councillor Zach Jeffries, Ward 10; Councillor Cynthia Block, Ward 6; Councillor Darren Hill, Ward 1; Councillor Sarina Gersher, Ward 8; and Councillor Troy Davies, Ward 4.

2023 was a year of tremendous growth for Saskatoon. 14,000 new residents moved to the city last year, a population equivalent to North Battleford. Along with this, our local economy and job market continued to be a leader not only in the province, but across Canada.

We are a city where people are imagining their future. To live up to these hopes, we must continue to deliver for our residents; those who have been here long term, and those who are new to calling Saskatoon home.

This is my 18th year being part of this City. I've had the chance to see first-hand, the talent and commitment of amazing staff throughout our organization. They continue to support the City by adapting, innovating and responding to a changing world.

This report highlights the significant work accomplished in 2023 to make our city more efficient and sustainable as we plan for the future. Significant savings are listed, including over \$1.2 Million for the landfill cover construction alone.

New projects included the introduction of Green Carts for organics, opening the Material Recovery Centre, and the launch of the shared e-scooters pilot, all of which make our city more livable and more enjoyable.

Savings in existing services were found through creativity and some hard decisions.

IT streamlined client support and addressed program licenses, saving hundreds of thousands of dollars. Seven sports fields were piloted under an evapotranspiration-based system saving \$65,000 in watering costs, on top of the \$98,000 saved from the 2022 Parks pilot. Saskatoon Transit implemented better preventative maintenance practices to avoid unexpected impacts to routes during our cold winter months. Access Transit's intake form for new clients was also improved based on best-practices.

Our commitment to Reconciliation continued with a Reconciliation-themed Town Hall for City employees, signing another new Urban Reserve agreement with Lac La Ronge, and unveiling a new Reconciliation Visual Identity for the City.

This report details even more great work done throughout other City departments. With our committed employees, we are well-positioned to continue making positive change in our growing, modern Prairie city.

Charlie Clark

Mayor

MESSAGE FROM THE CITY MANAGER ON BEHALF OF THE 2023 EXECUTIVE LEADERSHIP TEAM



From L to R: Terry Schmidt, General Manager, Transportation & Construction; Celene Anger, Chief Strategy & Transformation Officer; Angela Gardiner, General Manager, Utilities & Environment; Morgan Hackl, Chief of Saskatoon Fire; Adam Tittemore, City Clerk; Jeff Jorgenson, City Manager; Lynne Lacroix, General Manager, Community Services; Mike Jordan, Chief Public Policy & Government Relations Officer; Cindy Yelland, City Solicitor; Clae Hack, Chief Financial Officer; and Marno McInnes, Chief Human Resources Officer.



Our **2023 Service, Savings and Sustainability Report** captures highlights of the hard work, creativity and resourcefulness of City of Saskatoon employees as they continue to deliver and provide the high-quality civic services, programs and infrastructure Saskatoon residents rely on.

This yearly report showcases the consistent innovation and dedication City teams undertake every year - and 2023 was no exception. Teams across our organization challenged themselves to improve services, identify savings and efficiencies and enhance sustainability in their everyday work.

We moved closer to our goal of 70% waste diversion with the launch of our city-wide curbside Organics (green cart) Program, Business Recycling and Organics, opened the Material Recovery Centre and introduced a sustainable funding model for the black cart garbage utility program. In planning for a greener future, City Council was also presented with its first ever Climate Budget.

Our high traffic roads, critical intersections, sidewalks, water mains, Downtown and many residential neighbourhoods all benefited from a full slate of road construction projects aimed at improving our infrastructure and moving around the city. Our Snow and Ice program improved school zones with more effective snow removal to provide for better safety.

Significant investments were also made in active transportation infrastructure, and to support improved, reliable, and higher- frequency Saskatoon Transit routes. A pilot station at the Civic Operations Centre tested features of our future Bus Rapid Transit stations. To meet our rapidly growing population, OnDemand Transit service was added to Brighton and Rosewood.

We launched the first phase of public engagement on planning for our future Downtown Event and Entertainment District, with many reports presented on potential revenue tools.

In our collective and ongoing commitment to Reconciliation and relationship building, and through thoughtful and careful listening, we undertook the process to rename John A. Macdonald Road to **miyo-wâhkôhtowin Road** – Cree for good (miyo) relationship (wâhkôhtowin).

I invite you to fully review this report to learn more about how City employees worked hard in 2023 to maximize value, minimize costs and deliver exceptional programs and services to the almost 300,000 residents of our changing and growing city. I am proud of our culture of innovation and creativity, and the dedication of City employees to deliver ongoing value for taxpayer dollars.

Jeff Jorgenson

City Manager, for the Executive Leadership Team (ELT)

PUBLIC ENGAGEMENT



Civic Surveys Showed Residents Remained Satisfied with City Services

Two civic surveys conducted for the City of Saskatoon in 2023 revealed most residents remained satisfied with life in their community and the municipal services they received.

The 2023 Civic Satisfaction & Performance Survey and the Civic Services Survey on Performance, Priorities and Preferences were conducted by an independent research firm in May and June 2023, respectively.

Due to the random sampling for these online surveys, the sample was reflective of Saskatoon's population and therefore the data was reliable and representative of the community.

2023 Civic Satisfaction & Performance Surveys





Overall satisfaction remained the same or higher for many of the 29 civic services asked about in the **2023 Performance, Priorities** and **Preferences Survey.**

The highest satisfaction among the services that survey respondents were asked about were ranked as follows:

- Reliability of electrical services (8.7 out of 10)
- Quality of drinking water (8.3 out of 10)
- Fire protection (8.1 out of 10)
- Garbage collection (8.0 out of 10)
- Recycling collection (8.0 out of 10)
- Indoor leisure centres (7.9 out of 10)

- Outdoor sports fields (7.9 out of 10)
- Indoor ice rinks (7.9 out of 10)
- Recreation programs and services (7.9 out of 10)
- Maintenance of city parks (7.7 out of 10)
- Speed of water main break repairs (7.6 out of 10)
- Police services (7.6 out of 10)
- Landfill services (7.6 out of 10)

Full summaries and the detailed results of both surveys are also available at **saskatoon.ca/civic-services-surveys**.





PUBLIC ENGAGEMENT

















Engaging with the Community

The City of Saskatoon remains committed to engaging with the community on the decisions that matter to them. We encourage community members to share their ideas and feedback through a variety of engagement activities. Together, we're building a better city one decision at a time.

Here's an overview of some of the projects we engaged the community on in 2023:

2023 Public Engagement Initiatives

- Connecting Avenue C
- > Food forests in Boughton Park & Leif Erickson Park
- > Housing Accelerator Fund Action Plan
- > Ideas for the Downtown Event & Entertainment District
- Irrigation & Naturalization in Boughton Park & Leif Erickson Park
- Industry, Commercial and Institutional Building Energy and Water Retrofit Program
- > miyo-wâhkôhtowin Road, formerly John. A. Macdonald Road
- > Municipal ward boundaries review
- > Natural area management plans and pilot projects
- Park upgrades, including at Buena Vista Park, Robert Hunter West Park
- > Overgrowth in back lanes
- > Touchless accessible pedestrian signals
- Traffic calming on Adilman Drive, Goerzen Street and McClocklin Road
- > Zero-emissions vehicle roadmap

Decisions made at the City are better informed when public and stakeholder perspectives, opinions and concerns are considered.

To everyone who provided input into our public engagement initiatives in 2023 - the City thanks you!

Continue to check current engagement opportunities at **saskatoon.ca/engage**.





AWARDS & RECOGNITION

National Financial Award for Excellence in Financial Transparency and Accountability

The City of Saskatoon's annual financial report for the year ended December 31, 2023, from which the information on pages 55 - 137 has been drawn, was awarded the Canadian Award for Financial Reporting by Government Finance Officer Association of the United States and Canada (GFOA). The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report whose contents conform to program standards. Such reports should go beyond the minimum requirement of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.



A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we will be submitting it to GFOA to determine its eligibility for another award.

Reaffirmed! 22nd Consecutive 'AAA'/Stable Credit Rating

In 2023, S&P Global (S&P) reaffirmed the City of Saskatoon's credit rating as the highest rating possible, a 'AAA' credit rating with a "stable" outlook. The City has maintained the 'AAA'/Stable credit rating for twenty-two years since S&P first



- City's strong credit rating within the January 15, 2024, S&P Global Ratings Direct[®] Report stated:
- The City "will continue to benefit from a strong and diverse economy that supports budgetary performance, keeping debt issuance manageable and maintaining an exceptional level of liquidity."
- "We expect Saskatoon's strong and stable economy, coupled with a growing population and upcoming tax adjustments, will result in healthy operating balances throughout the outlook horizon."



 "Saskatoon's strong" and prudent financial management is a key credit strength, in our view. The City's management team is experienced and qualified to effectively enact fiscal policies and navigate external risks."

For the City of Saskatoon, retaining its 'AAA'/Stable rating year-after-year serves as an indication of the City's credit risk and ability to meet its financial obligations in full, and on time.

AWARDS & RECOGNITION



Leading the Way: Strong Labour Market in December 2023

According to the December 2023 Labour Force Survey released by Statistics Canada, the Saskatoon Census Metropolitan Area (CMA) had 11,500 (+6.1%) more persons employed than it did in December 2022. This was the second highest year-over-year employment growth for Saskatoon recorded in December (+14,000 in December 2021) since the data set began in 2006. As of December 2023, the Saskatoon CMA had 199,000 persons employed.

Saskatoon had the second highest seasonally adjusted employment growth rate at 6.8%, just behind Regina. Saskatoon's seasonally adjusted unemployment rate came in at 5.6%, sitting at the CMA average.

Saskatoon had the highest seasonally adjusted labour force participation rate (71.9%) 4.5 percentage points above the CMA average. Saskatoon had the highest employment rate (67.9%) 4.3 percentage points above the CMA average.

Regions like Saskatoon that have younger populations, tend to have higher participation rates and employment rates, all things equal.







Saskatoon Forestry Farm Park & Zoo Receives Thomas R. Baines Award

The Saskatoon Forestry Farm Park & Zoo was honoured and proud to be the recipient of the Thomas R. Baines award at the 2023 Canada's Accredited Zoos and Aquariums (CAZA) Annual Awards of Excellence.

The Thomas R. Baines award recognizes excellence in habitat design and development as well as the ability to apply unique approaches to animal care and welfare.

The Small Mammal House opened on June 10, 2023, following extensive renovations to the exterior and interior of the former Children's Zoo. The interior features an open space educational area where participants can see, hear, and smell the animals providing a fully immersive learning experience.

There are also three new habitats on the second floor featuring naked mole rats and African soft fur rats. On the main floor there are new habitats for crested porcupine, meerkats, ring-tailed lemurs, and Goeldi's Monkeys along with enhanced spaces for zookeepers to continue critical conservation work and provide the highest quality care for the animals that call the zoo home.

KUDOS FROM THE PUBLIC



"The City of Saskatoon is a very beautiful, scenic, interesting city. Government officials and civic leaders do outstanding work for the citizens and visitors alike."



 \wedge

In

"Thank you to the parking enforcement officer who went out of their way to help get my stranded vehicle home from Laurier Drive and Confederation Drive."

"I really appreciate the focus our current Council and Mayor have put on making the roads safer for bike traffic as well as vehicle traffic. Thank you!"



"While walking today I came across a crew removing snow on 25th St. W. I was really impressed with the job being done – it's a big job requiring lots of on-site coordination (including I noticed someone with a shovel in the corner!)." "Garbage collector did an awesome job! Really impressed with driver bin was picked up and set down swiftly and gently. No garbage spilled; bin stayed upright."

"Thank you for paving 23rd St from Ave H to Idylwyld."

"Thank you for looking out for our most vulnerable!"

"Thank you to snow removal crews for removing the piles on 28th Street!"



KUDOS FROM THE PUBLIC

"I was in touch with you back in February about a giant snow pile covering our catch basin. I was entirely skeptical that the water would drain well but am super pleased to report that you were completely correct. The water has been draining away no problem, with little to no puddles accumulating. Thank you for your original response and for your expert knowledge."

"I would like to send a huge thank you to the snow clearing crew that cleaned Dufferin Avenue. My parents are in their 80s and to be able to access their driveway is a huge help in keeping them in their home longer – every bit of help goes a long way! Thank you!"

"Thank you - reported graffiti online and it was removed!"

"Thank you for your quick attention to my request for snow clearing at Edward McCourt Park. I sent a request on Tuesday, and someone was out clearing the snow on Wednesday. The guy did a very good job!"







"Huge thank you to the Customer Service team! They always know how to help and if they don't, they dig until they find the answer. Thank you so much for all the support and help throughout the years."

"Customer Care Centre is always very helpful and go the extra mile to provide information. Great job!"

"I just had a sewer service the other day and wanted to pass along my thanks to the Customer Service workers who explained what to expect and how soon of a timeline we would see. Thank you!"



"I just wanted to say great job on redoing the paving on the multi-use path on the east side of the river, north of the University. It really needed it and it is fantastic now. Thanks."

"Huge thank you to the Parks department for keeping the Chief Whitecap dog park plowed and accessible all year round; I just had a hip replacement, and it was wonderful to walk the park even in the winter."

"I want to thank the City and the grader operator who cleared our back alley last night. They did an excellent job of giving those of us who use the back alley as a road to our garages a clean, smooth surface to drive on. I appreciate the work you do and the service that was provided." "The crew that keeps Fred Mendel Park in tip top shape deserves a huge shout out!"

"Way to go SFD (Saskatoon Fire Department). Always supporting our students and community."

"Thank you for pruning our trees!"

"Thank you all for your dedication. Keep up the amazing work. Stay safe."

"I've been meaning to tell you all summer that I really love all the planters you guys have done, especially along 22nd St W."



KUDOS FROM THE PUBLIC

"The sewer cleaning service offered by the City of Saskatoon is exceptional. The current telephone operators are friendly and are easily understood. Wait times are acceptable, and the people doing the work are always great. They are professional and friendly."

"We know that it is no small job to clear snow from countless kilometres of city streets, and that it takes time, effort, and coordination to make it possible. Please extend our thanks to snow removal crews and to the managers, mechanics, and other employees who are helping to make the clean-up happen. We are so appreciative of everyone's work, and none of these people hear that often enough!



"You might be hearing negative comments about the new bins and composting. Here is a positive one. We are thrilled with the new bin! I just cleared up the twigs and other garden waste from a corner of the back yard that has always been difficult to manage.

"You've come up with a great program that can really change people's thinking and routine – and massively improve the City's handling of waste. Please try not to worry too much about the kinks and squeaks in the rollout!"



"Thanks so much for all our City employees keeping Saskatoon running!"

"Huge thank you to all the crews who updated our streetlights a while ago, they work great!"

"I reported a crosswalk button that was malfunctioning in the middle of the night and within 2 days the City already had it repaired! Awesome job."



"We had a crew come by for our sewer problems and they were amazing; they worked really hard to get our lines cleared, we flushed out the lines and our water is coming through clear now."

"Thank you so much for implementing the Curbside Organics Program! I am so excited for this to begin!"

"Thank you for the Assisted Waste Collections (AWC) Program. The employees are doing a great job – they are always polite and pleasant and do not receive enough credit."



"Huge thank you to the very kind man who delivered a water trailer to my street when there was a water main break. He took the time to show me how to fill my containers and was so friendly during our entire interaction."





"I reported a missed collection yesterday and the truck was already sent back to pick up my garbage. Thank you for the excellent service!"

"Your boulevard pots are spectacular! I wish my full sun pots looked like yours. My friend visiting from BC also remarked on how stunning they are. What's the secret? Thanks"

"... Your flower pots were glorious. This year I have noticed how stunning they were. We appreciate the work you do to beautify the City."

SPOTLIGHT ON SERVICE FEATURE



Street Sweeping - A Decade of Continuous Improvement

In 2012, the City of Saskatoon received several requests to improve the street sweeping program. Four primary factors contributed to resident concerns:

- Poor compliance with parking regulations led to street sweepers navigating around parked vehicles.
- Residents did not know what to expect. They felt they were not being adequately informed of program details, schedule changes and delays.
- The program felt static and not improving each year.
- The program did not have a structured framework for service delivery that aligned with changing customer needs and expectations.

The City's response to requests for improvements started with the question: what changes could be made to improve the 2013 street sweeping program to meet resident expectations? To answer this question, the City of Saskatoon completed a review of the street sweeping program and implemented a pilot study in the fall of 2013 to test new design concepts.

Key program design concepts and initiatives that evolved from the pilot study include:

- Creation of a communications flow model with a dedicated Customer Care Centre to manage all inquiries.
- New highly visible, dual purpose "No Parking" sandwich board signs that are placed a minimum of 36 hours in advance of street sweeping.
- Prioritized neighbourhoods with the highest density of trees and risk of flooding identified for a fall sweep in the river valley target zone.
- Enforcement of temporary parking restrictions and relocation of parked vehicles to a nearby street to allow for sweeping of residential neighbourhoods.
- Enhanced advertising, media relations, and communications plan.
- Stakeholder closeout and lessons learned session at the end of the program.

Since the completion of the pilot study in 2013, the model of continuous improvement has been followed for each successive program cycle. Council approval of the 2017 service levels for the Street Cleaning and Sweeping service line has had the greatest impact on the program, as it drives informed decision making to meet residents' expectations within a growing city and a limited budget.

The City currently allocates approximately **\$4.8 million dollars** for the Street Cleaning and Sweeping Program which consists of the following four sub-programs: 1) Spring Debris Removal, 2) Spring Comprehensive Street Sweep, 3) Summer Housekeeping and, 4) Fall Street Cleaning for Drainage improvement.

In 2023, ten years after the fall pilot study, the street sweeping program is mature and the model of continuous improvement is embedded in the program.





RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION



Ceremonial Spaces

Indigenous community members have expressed interest in the development of urban spaces for wellness and cultural revitalization, where Indigenous people can practice their diverse traditions.

A report prepared by the Office of the Treaty Commissioner for the City made the following recommendations: Increase the number of spaces dedicated for ceremony and ensure these spaces are adequate and properly resourced.

The City has been working alongside other community partners to explore the feasibility of this. The partners include City of Saskatoon, Meewasin Valley Authority, Saskatchewan Health Authority, Saskatchewan Indigenous Cultural Centre, Saskatoon Police Service, Saskatoon Tribal Council, University of Saskatchewan, Wanuskewin Heritage Park.

A gathering was held at Prairieland Park on March 25-26, 2023, to advance this area of discussion. The community partners are not leading the project; rather, they are creating the opportunities and support for the conversations to take place.

City of Saskatoon Adopts a New Reconciliation Definition

On January 18, 2023, the City of Saskatoon adopted its own definition of Reconciliation:

"The City of Saskatoon and its employees are committed to (re)conciliation through remedying past wrongs, restoring and establishing honourable relationships, and respecting inherent and treaty rights for a thriving shared future and miyo-pimâtisiwin (The Good Life)."

It was not a short road to arrive at this new, shared definition. City employees participated in a great deal of consultation before it was agreed on. We were intent on:

- 1. Delivering a working, concrete definition of how Treaty implementation and Reconciliation are understood at the City of Saskatoon and how it applies to the roles and responsibilities of each department in the City.
- 2. Landing on a definition that was understandable to the City of Saskatoon's departments and divisions so they can see themselves in it and understand how it applies broadly to their policies and personally to their interactions.

Adopting its own definition for Reconciliation helps the City on its Journey of Reconciliation by having a clear sense of where we're going.



Red Dress Day Installation at City Hall and Red Dress Day Awareness Walk

May 5 is Red Dress Day, the National Day of Awareness for Missing & Murdered Indigenous Women, Girls & Two-Spirit people.

On May 5, 2023, the City hung red dresses and posted messages

on the lawn between City Hall and 24th St E to help raise awareness and demonstrate support for this crisis.

In the evening, the City supported a Red Dress Day Awareness Walk, starting and ending at the Vimy Memorial Bandstand.







IWG2S need support, security, safety, trust, respect, education, employment.

Reconciliation Tipi Project

Three young Indigenous artists from the community were asked to paint a new community tipi inspired by conversations with Elders, Knowledge Keepers, community members, and youth. The artwork and designs reflected the land, spirit, and people of Saskatoon.

The painters set up in the Remai Modern's Cameco Learning Studio from April 28-30, 2023. Visitors were invited to hear the artists share teachings, watch the painting take shape, and even take their own turn with the brush.

The final tipi was unveiled at the annual Reconciliation Flag Raising Event in Civic Square on May 29, 2023. It's available for community events by request <u>IndigenousInitiatives@</u> <u>saskatoon.ca</u>.

This project was made possible with the support of the City, Reconciliation Saskatoon, and the Remai Modern. Special thank you to artists Honey Constant-Inglis, Josh Whitecalf, and Autumn Baptiste.



RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION

Reconciliation Flag Raising Marks Start of Season of Commemoration & Reflection

The City and <u>Reconciliation</u> <u>Saskatoon</u> joined together with community on May 29, 2023, to raise the Reconciliation Flag in Civic Square. This is an annual event that attracts more and more attendees with every passing year.

The Reconciliation Flag represents a commitment to Reconciliation, which is the process of building bridges between Indigenous and non-Indigenous peoples. It's raised the same time every year to set the stage for the season of commemoration or reflection that is June which marks National Indigenous History Month and includes National Indigenous Peoples Day on June 21.

The 2023 event included drumming, singing of the Métis Anthem, performances by Indigenous dancers, and remarks from community leaders.

"Over the past several years we have seen so many people and organizations step forward and commit to the path of Truth and Reconciliation in our city. These steps have been very important, and we still have much work to do as we move from words to actions. There are far too many families, children, Survivors in our community who face enormous barriers every day in our community and province. People who do not experience Saskatoon as a place of support and belonging. Let's lean in now and build a better path by humbly recognizing the ways that have failed and boldly co-create the way forward with Indigenous partners."

~ Mayor Clark

The Flag Raising program concluded with an encouragement to take advantage of the numerous Indigenous events and learning opportunities that take place over the course of June.



City Reconciliation Visual Identity

On May 29, 2023, the City unveiled a new **City of Saskatoon Reconciliation Visual Identity**. The design was developed through consultation with community Elders, Knowledge Keepers, Residential School Survivors, and others with lived experience.

It was carefully and purposefully designed to include significant imagery capturing Saskatoon and our shared journey forward on the path to Reconciliation.

How did we arrive here? In 2019, the Office of the Treaty Commissioner (OTC) began to review the City's progress in Reconciliation actions and identify gaps and opportunities for increasing the impact of work. This was done in partnership with the City's Community of Practice, which includes City employees from various divisions who act as champions around Truth and Reconciliation. The result was a report entitled *Assessing and Advancing the City of Saskatoon's Journey Toward Truth, Reconciliation and Treaty Implementation.*







The report was received by the City in January 2020 and indicated a critical need for the City to better promote its Reconciliation work among City staff and in the larger community. It was noted that the City's Reconciliation work was significant; however, there was very little visibility beyond those directly involved. This resulted in a reduced overall impact.

It was recommended that the City create a communications strategy and design marketing materials. One of the ways the City decided to address the issue of low visibility was to create a distinct Reconciliation Visual Identity. The objective of the visual identity was to help depict the Reconciliation work happening at the City of Saskatoon internally to City employees and externally to residents and visitors.

The creation of a visual identity is intended to assist residents and visitors in their awareness and understanding of the City's journey to Reconciliation.

The hope is that it will become recognizable as a prompt for activities, events, and opportunities related to Reconciliation.

On October 25, 2023, during the City Council meeting, the Reconciliation Visual Identity was installed in Council Chambers behind the Mayor's dais. When visiting Council Chambers or joining the LiveStream for Council/ Committee it is displayed behind the Mayor.

Learn more about the Reconciliation Visual Identity and the significance of its visual components at <u>saskatoon.ca/</u> Indigenous.

RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION

City Participation in Indigenous Peoples Day Community Celebration

The City played a role in the Saskatoon Indian & Métis Friendship Centre (SIMFC) Annual Community Indigenous Peoples Day Celebration in Victoria Park.

Once the City's new Community Tipi was set up by senior City administrators, it was the home of various programming throughout the day-long celebration, including Tipi Teachings, Elder Teachings, and several sessions on the process of developing a new Reconciliation Visual Identity. Adjacent to the tipi, the City's Indigenous Employment Coordinator hosted a recruitment kiosk.





City Holds Very First Reconciliation Town Hall

On June 20, 2023 the City hosted its first ever Reconciliation Town Hall for City staff. For the first time in history, a Smudging Ceremony was hosted in the City of Saskatoon Council Chamber. Thank you to Elder Gilbert Kewistep who was able to join us and lead us through that experience.

The Town Hall included:

- Updates on Reconciliation work happening at the City and in partnership with community.
- A presentation on Indigenous Procurement.
- A presentation on urban reserves. This covered some of the ways we all benefit from having urban reserves in Saskatoon like: expanded economic opportunities and employment, new revenue streams to support programs and services, cultural spinoffs for the city and surrounding area, enhanced government-togovernment relations.
- A presentation by Trevor Bell, the Director of Saskatoon Light & Power, who shared his personal Reconciliation journey.

The event also included the Honour Song by Young Scout Drummers and performances by World Champion Hoop Dancer, Charles Denny and Métis Champion Jigger, Courtney Anaquod.

Lac La Ronge Indian Band Urban Reserve Designation and Signing Ceremony



On August 30, 2023, City Council approved the proposed content of the **Municipal Services and Compatibility Agreement** for the Lac La Ronge Indian Band. This will pave the way for urban reserve designation of the land in the Marquis Industrial Neighbourhood. The Board of Police Commissioners was presented the corresponding **Police Services Agreement** at their meeting on August 24, 2023.

On September 11, 2023, the City hosted a special signing ceremony to honour the relationship between the Lac La Ronge Indian Band

City Hosts Second Annual Survivors' Flag Raising in Civic Square

On September 25, 2023 the City hosted members of the Saskatoon Survivors Circle in Civic Square for the second annual raising of the newly created **Survivors' Flag**. This event was open to all.

The Survivors' Flag is an expression of remembrance, meant to honour residential school Survivors and all the lives and communities impacted by the Residential School system in Canada. Each element depicted on the flag was carefully selected by Survivors from across Canada.



and the City. This was an opportunity to celebrate the historic designation.

Once the property is formally designated as a reserve by the federal government, it will become the tenth urban reserve in Saskatoon. For more information on urban reserves, check out <u>Urban Reserves</u> <u>& Treaty Land Entitlement |</u> <u>Saskatoon.ca</u>.

The discoveries of unmarked graves found on the grounds of former residential schools sparked heartfelt responses of mourning throughout Canada and from across the globe. As members of the public inquired about how they could show respect, many Survivors discussed remembrance and the creation of a Survivors flag as a salient and accessible symbol to honour the lives impacted by the residential school system.

The City of Saskatoon's 2023 flag raising ceremony included: Indigenous cultural performances, remarks from Survivors and dignitaries, a Moment of Silence for the Children, and the raising of the flag by Survivors Rick Daniels, Irene Sharp, Ida Jean Skarjstad, and Florence Highway.
RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION

2023 Rock Your Roots Walk for Reconciliation

The Rock Your Roots for Reconciliation is hosted by <u>Reconciliation Saskatoon</u> with the support of City of Saskatoon. The intent of this event is to answer the <u>Truth and Reconciliation</u> <u>Commission (TRC) Calls to</u> <u>Action</u> by demonstrating a commitment to Reconciliation, honouring Residential School Survivors, and continuing work towards an inclusive community.

Participants are invited to wear an orange shirt and show their commitment to Reconciliation by joining together for a walk and brief program. The 2023 walk started at the Central Urban Métis Federation Inc. (CUMFI), and ended in Victoria Park, near the "Where Our Paths Cross" art installation.





Orange Banner Project

In the lead-up to 2023 National Day for Truth and Reconciliation on September 30, 205 orange banners with reconciliation messages were installed on light poles across the city. The banners, which were first unveiled in September 2022, are one way the City communicates it commitment to Reconciliation. The intent is to display them annually each September-October.

The orange banners are displayed on both sides of the river, connecting the west and east sides of the city. This signifies the building of bridges throughout our community.

There are 10 different banners, each featuring the words of Residential School Survivors and their descendants. They read as follows:

- Banner #1: More than 150,000 attended residential schools
- Banner #2: Many never returned home
- Banner #3: It isn't just Indigenous history
- Banner #4: It is our shared history
- Banner #5: We are telling our stories
- Banner #6: Every Child Matters
- Banner #7: Over 160 years of pain
- Banner #8: But together we can heal
- Banner #9: Saskatoon Survivors Circle ayacimoyok "We are telling our stories"
- Banner # 10: Commitment to Reconciliation

Saskatoon residents are encouraged to take note of and reflect on the banners' messages. They serve as a reminder that **Truth and Reconciliation is the responsibility of every individual in our community**.

The Orange Banner Project is an initiative of the City of Saskatoon and the Saskatoon Tribal Council. The 2023 installation was made possible with the support of Reconciliation Saskatoon and the Roman Catholic Diocese of Saskatoon Indigenous Reconciliation Fund. Thank you to Saskatoon Light & Power for their work in installing the banners.

MMIWG2S Bus Shelter Art Project – Revealed October 4 to Coincide with Sisters in Spirit Day

To coincide with Sisters in Spirit Day on October 4, Saskatoon Transit partnered with talented Indigenous artist Vanessa Hyggen, to unveil a new bus shelter at Preston Avenue and Adelaide Street. This is Saskatoon Transit's fifth bus shelter in commitment to the **Truth and Reconciliation Commission's (TRC) Call to Action #79**.

This year's bus shelter was created in collaboration with family and community members affected by the tragedy of Missing and Murdered Indigenous Women and Girls (MMIWG), as well as Two-Spirit individuals. Vanessa skillfully integrated the shared thoughts



John A. Macdonald Road Changes to miyo-wâhkôhtowin Road

On June 28, 2021, City Council directed Administration to start the process of renaming John A. Macdonald Road. The name change recognizes the ongoing harm in the community created by residential schools as John A. Macdonald played a significant role in the development of Canada's Indian residential school system. Celebrating his legacy was troubling for many – particularly on the very road that has the city's only Nêhiyâwiwin Cree Language and Culture program for K-9 Indigenous students across the city.

A significant amount of work took place as part of the renaming process. This included consultation with Indigenous leaders, Residential School Survivors, Elders and Knowledge Keepers, community residents, youth, and others impacted by residential schools and the legacy of John A. Macdonald. It also included efforts from numerous departments and staff.

The new name selected was miyo-wâhkôhtowin Road – Cree for good (miyo) relationship (wâhkôhtowin). This name was approved by City Council on September 27, 2023.

On December 7, 2023, the City hosted an event at wâhkôhtowin School to mark the historic installation of the first miyowâhkôhtowin Road signs. The event was attended by members of the renaming committee; Elders and Knowledge Keepers who contributed their perspectives to this initiative; students, staff and parents of wâhkôhtowin School; and a number of City and emotions of the group. Her aim was to pay tribute to and raise awareness of the issues faced, provide a healing space, and encourage community members to speak out. The bus shelter stands as a tribute to the lives affected by this tragic issue, a call for justice, and a symbol of hope for a brighter tomorrow.

The other four Saskatoon Transit bus shelters displaying Indigenous artwork are located at the following locations:

- Confederation Drive & Massey Drive
- Rusholme Road at E.D. Feehan High School
- Broadway Avenue & 12th Street
- Clarence Avenue at Aden Bowman Collegiate

For more information, visit: saskatoon.ca/trc-bus-shelterart.

representatives including Mayor Clark and Councillors Kirton, Gersher, and Gough. Elder Roland Duquette provided a teaching on the Cree name miyo-wâhkôhtowin. He said it signified a new day of good relationships to bring residents of the community together.



RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION

Eliminating Systemic Barriers: Indigenous Consultation

In 2023, the City's Reconciliation, Equity, Diversity, Inclusion (REDI) Department sought input from Indigenous employees. City staff identifying as Indigenous were invited to provide feedback about systemic barriers.

The City is working to eliminate systemic barriers. Systemic barriers are attitudes, policies, practices, or systems that result in individuals from certain population groups receiving unequal access to or being excluded from full and equal participation.

The work of identifying and eliminating barriers is going to make the City of Saskatoon a better place to work for future generations of Indigenous and non-Indigenous employees.



Living in Harmony Awards



The <u>City's Diversity, Equity & Inclusion Advisory Committee</u> held an event at Broadway Theatre on March 21, 2023 to award the 2023 Living Harmony Awards. The Living in Harmony Awards are awarded annually in recognition of efforts to promote diversity, equity, and inclusion and to combat racism. The awards can be presented to individuals, organizations, or to students/classes/ school groups.

Award winners are announced on or around March 21 which the United Nations has declared the International Day for the Elimination of Racial Discrimination. This date is in observance of the Sharpeville Massacre (March 21, 1960) where law enforcement opened fire at a peaceful demonstration in South Africa against Apartheid pass laws. Saskatoon City Council also proclaims every March as **Cultural Diversity and Race Relations Month**.

The 2023 recipients were as follows:

Community Recognition: Sarah Kelly with Right to Skate – Recognized for fostering inclusive skateboarding meetups, camps, and events in Saskatoon for over 10 years. With Sarah's guidance, organization, and passion, Right to Skate has transformed the Saskatoon skateboarding landscape into an inclusive and welcoming community.

Community Recognition: Stephanie Cole with Wildwood School – Recognized for creating anti-racist and anti-oppressive groups in all schools she has taught in and as being the steady voice calling for action and recognition for people who are underrepresented or marginalized.

School Recognition: Holy Cross High School Truth & Reconciliation Club - Recognized for its work in the area of reconciliation awareness and action.

Since there were no in-person award ceremonies held in 2020-2022 due to COVID, recipients from those years were also recognized at the 2023 event. The names of previous award recipients can be found at **saskatoon.ca/LivingInHarmony**.

City Launched Powerful New anti-Racism Video Featuring Saskatchewan Athletes

On October 7, 2023, the City of Saskatoon launched a new anti-racism video in partnership with the City of Regina at the Saskatchewan Roughriders home game at Mosaic Stadium.

The video is a collaboration amongst a number of Saskatchewan sports organizations and athletes including the Saskatchewan Roughriders, the Saskatchewan Rattlers Basketball Team, Saskatoon Blades Hockey Team, USask Huskies, Fighting Sioux Lacrosse Team, Standing Buffalo Saskatchewan Lacrosse Association, and athletes Michael Linklater and Carol Lafayette-Boyd.

The City of Saskatoon's 2022-25 Strategic Plan states that it's a Council priority to advance work that contributes to the elimination of individual and systemic discrimination. In support of this, the City shares anti-racism messages to raise the collective awareness about the presence of racism and discrimination and to encourage each of us to be a bridge. View the video at **bit.ly/Bridge-Sport**.

"Using the powerful influence of athletes, we're seeking to shed light on racism in a way that's inspiring, positive, and empowering. We're hoping this video will inspire people to speak up when they hear something wrong. Racism can only exist if we allow it to."

— Mayor Clark





Centering the Voices of Persons Living with Visible and Invisible Disabilities

The City wants to increase awareness about the strengths people who live with different abilities, visible and invisible, have and bring to the City of Saskatoon.

In the lead-up to the 2023 International Day of Persons with Disabilities on December 3, City employees were asked to share their experiences. We asked:

- What are your hopes for the City in relation to you and your career? What do you think our organization is doing well to cultivate an inclusive and respectful culture that is supportive of all?
- How have your differing abilities affected what you bring to the table as an employee? What are the "gifts" you bring to the City and what are the largest challenges you have faced and overcome?
- What are some of the different ways your colleagues have supported you as a City employee?

The work to increase the understanding and perspective of our work colleagues is ongoing. We want to highlight the strengths persons with differing abilities bring to the City, as well as the challenges of building a positive space for everyone.

RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION

Discussion with Ethnocultural Leaders on active Participation in Civic Life

The City is working on changing the way it does business in recognition that many systems and processes present barriers to marginalized groups. These are referred to as "systemic barriers", and they result in individuals from certain population groups receiving unequal access or even being excluded. The City's work at present focuses on identifying and eliminating systemic barriers in the following three areas:

- 1. Recruitment and retention
- 2. Engaging with the City
- 3. Participation on City boards and committees

For the past few years, we've been working with People Bridge Advocacy (PBA) to gather the experiences of members of the Black Community in Saskatoon. One of the recommendations in this report from PBA was around leader-to-leader relationshipbuilding.

The City sat down with ethnocultural community leaders on November 25, 2023, for a substantive discussion on active participation in civic life in Saskatoon.



City's Recognition of 2023 National Day of Remembrance and Action on Violence Against Women

The City recognizes December 6 as the National Day of Remembrance & Action on Violence Against Women. This day is about supporting those who have experienced genderbased violence and honouring those we've lost to it. It's also a time to take action.

On December 6, 2023, the City's Reconciliation, Equity, Diversity and Inclusion (REDI) Department asked employees to wear a moose hide pin as a way to initiate conversations on harmful words and behaviours that



contribute to gender-based violence. These pins demonstrate a commitment to honour, respect, and protect women and girls and were made available as part of the national **Moose Hide Campaign**.

Why a moose hide pin? We wished to promote the Moose Hide Campaign in 2023 in acknowledgment of the disproportionate gender-based violence against Indigenous women and girls and Two Spirit persons in our local community. Everyone that wore a pin was urged to tell five other people what it signifies. Sparking these conversations is an important part of addressing these issues.

The flags in Civic Square were lowered on this day to honour all victims of gender-based violence.



MOOSE HIDE CAMPAIGN

CAMPAGNE MOOSE HIDE



SASKATOON FIRE DEPARTMENT



Regional Training Facility – Phase One

Phase One of the Regional Training Facility was completed in the fall of 2023. The new training grounds will provide dedicated space for consistent, controlled, and realistic training 365 days a year. Repetition and practice improve skills and safety for firefighters and ultimately enhances service to citizens.

Phase One of the project included the design of a storm drain system that captures used water and annual precipitation for reuse during fire training evolutions. Approximately 4.1 million litres of water are estimated to be reused for training purposes. Normally, this water would have been purchased through a local utility or trucked to the site from a civic facility, which will save the City money and build in a sustainable water reuse practice to our services.

Firefighter Introduction Recruitment Experience (FIRE) Cadet Program

The FIRE Cadets program gives high school students the opportunity to understand the firefighting career through a series of both classroom and hands-on learning. These skills are intended to contribute to one's success in all aspects of life, including future career applications.

Under the guidance of experienced Saskatoon Fire Department (SFD) instructors, the cadets participated in a range of firefighting and emergency services exercises including CPR accreditation, vehicle extrication, operation of hoses and hydrants, use of ladders and aerial apparatus, dark room search and rescue, water rescue and forcible entry. The cadets also participated in communityservice related activities including needle and garbage pickup, and fire safety presentations to elementary school students. In total, the class completed more than 60 hours of training and community involvement.

In July, four of the cadets continued their work with SFD as temporary Summer Project Workers. The summer cadets were stationed at Fire Prevention station and were assigned duties such as encampment cleanups, scheduling public events, as well as Emergency Management Organization and maintenance tasks. During their eight weeks, the summer cadets assisted with 120 encampment cleanups and gained experience in a variety of duties across the fire service.



Extreme Heat Water Distribution

Grant Funding: \$41,776.52

As part of the Saskatoon Extreme Heat Emergency Response Plan, the City of Saskatoon Emergency Management Organization (EMO) partnered with 27 community organizations to aid some of the most vulnerable members of the community. Through funds accessed from a federal grant of **\$41,776.52**, the EMO distributed bottled water on a weekly basis over the course of 13 weeks from June to September 2023.

In addition to bottled water, misting tents were also made available to the community partners. Misting tents were also used at large public events, such as the Fireworks Festival to ensure an option for participants to remain cool. To further increase access to water, EMO also supplied reusable water bottles to partners for redistribution. A pilot project of an outdoor water bottle filling station at the Westside Community Clinic started this year.





Operational Day Staff Model

In fall 2023, Saskatoon Fire Department introduced a Fire Operations Day Shift to relieve overtime pressure and allow for a graduated approach to building up experienced staff levels.

The Day Shift is comprised of six firefighters who are assigned to two different shifts. Each shift works a 40-hour week of 8 a.m. -6 p.m., rotating Monday to Thursday and Tuesday to Friday.

In addition to regularly scheduled training, examples of additional training or initiatives achieved due to the utilization of Day Staff include CPR Instructor certification, thin ice and diver training, and fire ground survival training. The additional training helps SFD to provide the best service delivery possible in an emergency situation.

Due to implementation of the Day Staff shift, the following achievements were realized from October to December:

- No planned training was affected due to staffing shortages; and
- 1,304 hours (163 equivalent days) were contributed to additional training for staff.

Geographic Information System (GIS) Fire Districts Revamp

The project objective was the revamping of fire district boundaries after the addition of Fire Hall 5 to ensure accurate fire districts to guarantee effective dispatching, accuracy, and compliance with National Fire Protection Association (NFPA) regulations.

Shift Schedule Change

In 2023, the Fire Prevention team adopted a new working schedule to expand its operations and provide an enhanced level of service. Inspectors' shifts changed from Monday to Friday to a four-days-on, four-days-off schedule. This shift adjustment enabled Community Risk Reduction to extend its operations from five to seven days a week. Furthermore, the fleet vehicle count decreased as inspectors working opposite shifts could share a vehicle.



SERVICE IMPROVEMENTS



New Form Available for Public and Internal Employee Recognition

The City's employee recognition program consists of collecting the positive feedback from the public and nominating employee's for "High Fives", wherein employees are recognized for their great work. It's important that we reward the right stuff and maintain a positive and supportive workplace!

In 2023, we enhanced our internal employee recognition system and introduced one easy form to use for any purpose. We also added physical Walls of Appreciation in employee workspaces. Staff are enjoying the positive reinforcements and we plan to continue expanding on these efforts.

Strategic Plan Progress Reporting

On September 13, 2023, at the City's Governance and Priorities Committee (GPC), City Administration presented the first Strategic Plan Progress Report on the progress in 2022.

Strategic Plan Progress Reporting provides an update to the Administration, Council, and the public on the progress being made towards achieving the vision outlined in the Strategic Plan. It demonstrates where we are making strides and gives a clearer sense of where more time and energy is needed.

As of 2023, Progress Reports will be delivered annually and other updates about our strategic progress will be provided periodically.

The report was accepted by GPC and this document is available at **saskatoon.ca/strategicplan**.



Corporate Customer Service Training

The City of Saskatoon is always looking at ways to improve its internal and external customer service. In 2023, it continued enhancing the courses that support this objective including:

- **Culture of Service Level I** A full-day workshop recommended for all City employees.
- Culture of Service Level II This half-day workshop is for Service Ambassadors.
- Creating an Exceptional Customer Service Team This training focuses on creating the culture to improve citizen service.



Implementation of the Sodales Incident Reporting and Investigation Model

The implementation of the Sodales Incident Reporting and Investigation module resulted in shutting down multiple different reporting processes across the City and aligning to one system. The use of one system allows the corporation to have one process for reporting, investigation, follow-up, and closing of incidents along with the ability to provide accurate reporting for the entire corporation.

Additionally, a Sodales Disability Management module has been implemented to support the Employee Health Services team manage employee cases due to occupational or non-occupational absence from the workplace.

It allows for improved case management functionalities and secured information access and storage.

Shared e-Scooter Pilot Project

The two-year Shared e-Scooter Pilot Project consists of two companies (Bird & Neuron) operating up to 500 e-scooters in Saskatoon. The City of Saskatoon developed the framework and issued permits allowing the two companies to operate during 2023 and 2024. E-scooters provide an alternative transportation option for residents to move around the city with the added benefit of reducing traffic congestion.

In 2023, there were a total of 114,317 e-Scooter rides.





Incident Reporting Health, Safety, Security and Enviro

SERVICE IMPROVEMENTS

Finance Saves

Savings: \$138,000

Due to process changes brought about in part from the implementation of SAP, the City's Enterprise Resource Planning System, Corporate, Corporate Financial Services was able to reduce 1.0 Full-Time Equivalent (FTE) for data entry related positions and 1.0 FTE for a Secretarial position.

These reductions reduced the need for additional FTE requests through the budget process and allowed analytical work and additional work on government funding tracking and processing to advance. The positions reduced were approximately **\$138,000** which was allocated to support other ongoing work.







Supply Chain Operations Improvements

In 2023, the Inventory and Asset Disposal team in the Supply Chain Management department made significant strides in enhancing its support for the City of Saskatoon operations. Operating efficiently behind the scenes, the department has achieved notable advancements in various areas. Key contributions and advancements of this department include:

- 1. Management and provision of inventory for various City departments including Facilities, Saskatoon Fire Department, Parks, Saskatoon Transit, Roadways, Fleet and Support, Saskatoon Water, and Water and Waste Operations.
- 2. Integration and support of SAP supply chain functions across all warehouses as well as expansion of services to include all departments.
- 3. Implementing environmentally responsible practices through the recycling of scrap metal, used batteries, printing toners, scrap metal, and electronics as part of the City's sustainability efforts.
- 4. Efficient processing for the disposal of surplus materials, equipment, and assets, ensuring optimal asset utilization and implementing cost recovery strategies to enhance fiscal efficiency.
- 5. Ensuring the security and preservation of artifacts and antiquities for the Heritage Society as well as storing and maintaining urban design and new building materials.
- 6. Achievement of cost savings through joint efforts with the Supply Chain Management and Facilities Management departments in the acquisition and storage of commonly utilized supplies, emphasizing the department's commitment to fiscal responsibility and resource optimization.

Remai Modern Receives Clean Air Award

Savings: \$92,500 annually

Remai Modern Building Operators completed a course hosted by the National Air Filtration Association (NAFA), which gains them the title of a National Certified Technician. We currently have two operators on site with this certification and a third working towards completing the certification.

At the beginning of 2023, the operators acknowledged that the current carbon filters were coming to the end of their lifecycle. Over the course of the year, the team worked closely with BGE Indoor Air Quality Solutions. Due to the complexity and the air requirements of the building, BGE aided the team to provide the best products for the occupancy requirement of the building. The goal was removal of contaminants from air that can affect artwork and overall comfort in the building. Through the work completed in 2023, in conjunction with BGE, Remai Modern was nominated for a Clean Air Award from the NAFA.

The purpose of the Clean Air Award is to recognize leadership and excellence in air filtration by selected air filter users and to promote the NAFA and its member companies. The Remai Modern won this award in 2023 for a demonstrated concerted effort to provide a clean indoor environment by using proper air filtration products.

Cost savings measure:

To completely replace the current carbon filters would have cost the City of Saskatoon roughly **\$200,000** every two years. Through the process the operators initiated with BGE and training they acquired on renewing the life of our current filters, they decreased that price to **\$15,000** every two years. These efforts resulted in **\$92,500** in savings annually.





Raising Awareness About the Right to Access Information and the Importance of Transparent Government

The City of Saskatoon as a municipal government strives to operate openly and transparently when providing members of the public with access to records in the possession or control of the City. The right of access to information belongs to everyone and is a key enabler for making it easier to request information and documents held by the City.

To continue to raise awareness about the right of all residents to access information held by public bodies and the benefits of transparent, open and accountable government, the City acknowledged national *Right to Know Week* September 26-October 2.

In our commitment to continuous improvement, ongoing enhancements continued to be made to the City's Access to Information webpage on <u>saskatoon.ca</u>.

SERVICE IMPROVEMENTS



Internal First Aid Training

Savings: \$40,000 over three years

Through cross-divisional collaboration, various departments in the City were able to combine First-Aid and CPR training needs and opportunities. This resulted in the Recreation and Community Development department being able to offer trainings to City staff. By utilizing SAP, signing up for the training was more efficient and easier to track.

Because of the internal training offering, the City was able to avoid approximately **\$40,000** in cost over the next three years.

New Ward Boundaries Established in Saskatoon; Preparing for Saskatoon's Next Civic Election

In 2023, the Municipal Wards Commission established new ward boundaries which will come into effect with the 2024 Civic Election.

Under *The Cities Act*, each ward must meet legislated population variance requirements. Population statistics showed the populations of Ward 2 were below the variation limit and Ward 7 exceeded the limit.

As such, the Municipal Wards Commission sought input from residents in two phases, presenting three options in the initial phase and two revised options in the second phase. After careful consideration, the Commission made its decision to alter ward boundaries based on feedback received, legislated population requirements, community connections and interactions, and the integrity of neighbourhood boundaries.

The Commission presented its decision to City Council on November 22, 2023. New ward boundaries incorporate the following changes from existing ward boundaries:

- Confederation Urban Centre, currently Ward 3, moves to join Ward 2
- Nutana Park, currently Ward 7, moves to join Ward 9

The new ward boundaries will take effect with the 2024 municipal and school board elections on November 13, 2024.



Well-Attended Annual Civic Pancake Breakfast Raised Over \$11K for United Way Saskatoon & Area!

Well done, Saskatoon! Flip flip hurray, we're thrilled to share that the weather cooperated, and an excellent crowd came out to attend the 47th Annual Civic Pancake Breakfast on June 15, 2023.

Thanks to your generosity, Saskatoon, we made an even larger donation to United Way Saskatoon & Area in 2023!

Having served up a total of 1,156 hearty pancake and sausage breakfasts and of course, lots of hot coffee, we're very proud to report that the breakfast attendees, volunteers, and valued sponsors of our 47th Annual Pancake Breakfast helped us successfully raise **\$11,118** (including tips) for the <u>United Way -</u> <u>Saskatoon and Area</u>, exceeding last year's 2022 donation by \$1,335!

At a time when kindness is needed more than ever, generous breakfast attendees purchased and donated 133 Act of Kindness Breakfasts for the Kindness Board. We are pleased to report that 100 people were able to enjoy a hot breakfast that day!

Way to go Saskatoon! We are sure the momentum for the Kindness Board, sponsored by Saskatoon City Employees Credit Union, will continue to grow year after year!









SWIMMING SERVICE IMPROVEMENTS

Additional Swimming Lesson Opportunities

In the fall of 2023, the Program Team conducted a review of the swim lesson formats and offerings available at various leisure centres. The objective of the review was to increase the number of swim lesson opportunities in order to meet the growing demand for swim lessons.

As a result, Lakewood Civic Center adapted its swim lesson formats by reducing the number of 10-lesson options and increasing the number of 8-lesson options available. This change led to a 21% increase in registrations due to the increased number of swim lesson offerings. Additionally, Shaw Centre introduced a Sunday morning swim lesson set that was also well-received.

5-Day Lesson Sets

During the Fall 2023 season, Lakewood Civic Centre offered 5-day swim lesson sets. These condensed sets are perfect for those who are short on time and cannot commit to a full lesson set, those who need to brush up on a specific skill or two to complete a level, or those who simply want to feel more comfortable in the water. These swim lessons sets were 88% filled and will be offered again in the spring and summer seasons.

Lawson Civic Centre Summer Swim Lessons

During the summer of 2023, the Lawson Civic Center Program Team piloted a new format for swimming lessons. Instead of previous years' Monday to Friday, two-week sessions, the new format offered one lesson per week for eight weeks or two lessons per week for four weeks. This change also allowed for more registration spots. The new format was well-received by residents of Saskatoon and resulted in a 30% increase in lesson volumes.

Lifeguard Staffing Levels

The City of Saskatoon and counterparts across the nation had to shut down lifeguard certification and recertification classes during the height of the pandemic. Upon reopening, class sizes were reduced as per safety guidelines, leading to fewer certified lifeguards.

Despite a national lifeguard shortage, Recreation and Community Development (RCD) staff have made a concerted effort over the past two years to ensure staffing levels were maintained and continue to provide quality aquatic recreation opportunities for the residents of Saskatoon.

Through creative and on-going recruitment of staff, information sessions, increasing training opportunities and course offerings and the development of a lifeguard bursary program, RCD is running with a full contingent of staff. These staffing levels ensure that patrons of City of Saskatoon facilities receive access to programs, training, and safety supervision from these staff that are trained to the highest level and happy to serve!







ROAD, WATER, AND SEWER IMPROVEMENTS

Did You Know?

Since 2014, when the City began investing millions of dollars more into roads, more than **2,100 Iane kilometers** of roadway have been rehabilitated, which is the approximate driving **distance between Saskatoon and Chicago, Illinois**.







Full Slate of 2023 Road and Water Main Construction Projects

Installing new water mains Downtown and extending the lifespan of the Circle Drive North Bridge were just some of the major priorities for the City of Saskatoon during the 2023 construction season. Overall, more than 200 lane kilometers of roadways were improved, including roads repaved following water main replacements in neighbourhoods like Downtown, River Heights, Varsity View and on 33rd Street West.

City Council invested approximately **\$67.19 million** in 2023 for road construction and maintenance including initiatives like pothole patching, line marking and street sweeping. High traffic roads resurfaced included:

- Circle Drive North westbound between Millar Avenue and Alberta Avenue
- Wanuskewin Road from 71st Street to Penner Road
- Idylwyld Drive southbound from $60^{\mbox{\tiny th}}$ Street to $51^{\mbox{\tiny st}}$ Street
- Sections of Preston Avenue between Preston Crossing and College Drive





Snow Problem for the City of Saskatoon!

The City of Saskatoon has received several requests in recent years to enhance its School Zone Snow Removal Program.

Four primary factors have contributed to the recent concerns:

- 1. More snowfall accumulations than in typical winter seasons
- 2. Increased number of parents driving their children to school
- 3. Some schools with large and growing student populations sharing the same school zone
- 4. Narrow streets adjacent to some schools

Engagement sessions for this project involved both internal and external interested parties through in-person and virtual meetings.

Multiple close-out meetings were held with the snow removal contractors at the end of the winter season, where they expressed that they felt that the program was efficient and effective. They also noted that the work notification and communication processes were sufficient, the 72-hour time frame to complete work was reasonable, the yellow 'No Parking' signs worked well when posted a minimum of 24 hours in advance, and that there was high vehicle compliance. In addition, they found traffic and safety concerns were minimal because the work was completed at night when there is less traffic and schools are closed.

As part of the project, all schools were invited to complete a survey and provide feedback on the program. Key concerns raised by respondents were child safety, available parking, traffic congestion, and school prioritization.

To develop program enhancement options, a prioritization method for ranking school zones was developed. Each school zone was



evaluated and ranked based on the following characteristics: school type (elementary or high school), enrollment, number of buses, and street width at the primary drop-off and pick-up locations.

By following the model for continuous improvement, the City was able to improve the efficiency, effectiveness, and safety of the school zone snow removal program. These improvements are all becoming foundational in the further development of the program in the future.



Intersection Improvement

In Summer 2023, improvements were made to Main Street at its intersection with Clarence Avenue. This was done in response to resident concerns about safety at the intersection and short-cutting on Main Street by non-local traffic. Drivers are now required to turn right on Main Street, eliminating the potential for collisions, which were common at the intersection.

Two public engagement events were held prior to the installation to present the recommended improvements to the public and to gather feedback. In March 2023, City Council approved the proposed improvement on Main Street.

This project improved safety for all road users. The existing pedestrian-actuated signal was modified to allow pedestrians to cross both sides of Clarence Avenue and bicycle actuation was included to allow cyclists to safely cross Main Street.

ROAD, WATER, AND SEWER CONSTRUCTION IMPROVEMENTS

Sidewalk Prioritization

The objective of this initiative was to implement a sidewalk prioritization framework authorized by Council. This was done by creating a GIS database to be used to track and prioritize missing sidewalk locations in order to efficiently plan for new sidewalk installations and meet City Council reporting requirements.

The City is now able to manage missing sidewalks by creating a mapping and data modeling process to identify and prioritize locations for future sidewalks.





Major Rehabilitation on Circle Drive North Bridge Finishes Early and Under Budget

The 40-year-old Circle Drive North Bridge underwent a \$10-million rehabilitation between March and October. Both sides have new and improved driving surfaces, and a new interior barrier to ensure it lasts for several more decades.

The project was completed **under budget and approximately one month ahead of schedule**. The savings from this project will be transferred back into the reserve to help fund the next bridge program project. The Circle Drive North Bridge fully re-opened to traffic on October 2, 2023.





Virtual Stock Level Monitoring at City Yards

Savings: \$5,000

As part of a comprehensive video system upgrade at City Yards, it was recognized that installing a camera overlooking the salt and sand sheds would be an invaluable addition, enabling a real-time information feed for teams involved in supplying and using the materials.

Prior to the camera installation, employees had to physically drive to the yards to check stock levels, sometimes during off-hours or weekends. To address this challenge, a camera was strategically placed to provide a clear view of the stockpiles. Corporate Security then integrated a software application to provide employees with real-time information on stock levels, readily available on their desktop and mobile phones.

The camera and software installation enhances productivity, increases safety and security, and saves an estimated **\$5,000** in on-site monitoring costs.

Free Veteran Parking

Commencing in November 2022, administration embarked on a one-year pilot project that evaluated the impacts of a veteran parking program change. The pilot program permitted users of the SGI-issued veteran licence plates to receive free on-street parking in Saskatoon's pay parking zones, within the posted time restrictions.

During the evaluation period throughout 2023, it was found that:

- impacts of a program modification would be minimal;
- the pilot was well received by users; processing time for administration was eliminated; and
- it reduced red tape for Saskatchewan veterans.

Following a recommendation from administration, City Council approved the pilot program to become permanent in November 2023. This applies for on-street pay parking zones only and does not include public or private parking lots. Veterans who qualified under the previous City of Saskatoon Veteran Parking Program still qualify under the new program.





Free Veteran Parking

Between November 1, 2022 and October 31, 2023 parking in Saskatoon's public pay zones will be free of charge for Saskatchewan Veterans with Veteran plates within the posted time restrictions.



Improved Winter Maintenance on Multi-Way Boulevards

Engineering work started in late 2022 to develop a level of service for snow and ice management on multi-way boulevards with adjacent commercial development. This resulted in a new Councilapproved service level.

Multi-way boulevards consist of a main road and a separated one-way access lane with angled parking for access to adjacent development and pedestrian facilities.

Having a defined, approved, and funded level of service allows for improved winter maintenance and safety on multi-way boulevards.

For the existing multi-way boulevard on McOrmond Drive and any other similar multiway boulevards in Saskatoon in the future, the new level of service means better visibility, and easier and safer access for adjacent businesses in the winter months.

INFORMATION TECHNOLOGY IMPROVEMENTS



Re-evaluated Shaw SIP Bandwidth

Savings: \$48,000

The Shaw SIP (Session Initiated Protocol) contract provides phone service to Saskatoon Police Service (SPS).

The primary objective of reevaluating the SIP service was to optimize costs without compromising performance. The focus was on achieving a reduction in contract value while ensuring that service quality remained high for SPS.

Optimized Internet Certificates

Savings: \$3,250 per year

An opportunity was identified to consolidate certificate services in order to permanently eliminate the need to renew the saskatoon.ca certificate.

Right-Sizing Desktop Computer Configuration

Savings: \$5,000

Right-sizing the configuration of computers involved careful analysis of what the user's needed. This process made for better service to users and also resulted in **\$5,000** in savings. This was found by taking advantage and leveraging a newly negotiated price leading to a more cost-effective solution.



Streamlined Services in Client Support

Savings: \$270,459 per year

The initiative to streamline services and implement process changes in Client Support resulted in operational efficiencies that enabled IT to realign resources effectively while minimizing service impact. As part of this review, it was determined that the continuation of three temporary positions was no longer necessary. Therefore, their terms were not renewed.

This decision reflects the organization's commitment to optimizing resource utilization and ensuring that staffing levels align with operational needs. By reallocating resources in accordance with evolving priorities and streamlining processes, IT can better allocate its workforce to areas where they can make the most significant impact, ultimately enhancing overall efficiency and service delivery.

Evaluated Oracle Licensing Costs

Savings: \$7,000 per year

The implementation of the Geoware server as a standalone server with a separate license for the Oracle database presented an opportunity for optimization. By consolidating this license with the existing corporate Oracle licenses, the organization was able to eliminate the cost of maintaining a separate Oracle license.

Re-architectured IT System at Wastewater Treatment Plant

Savings: \$20,000 per year

The redesign of the IT control system infrastructure at the Wastewater Treatment Plant was a strategic initiative aimed at improving efficiency and reducing costs. This comprehensive effort involved analyzing and restructuring both the infrastructure and software licenses. The primary objectives were to optimize performance, decrease expenses, and streamline operations while maintaining or increasing availability.

Through a process of right-sizing, the IT system was adjusted to match the actual needs of the plant, eliminating unnecessary expenses and maximizing resource utilization. Additionally, by taking advantage of corporate discounts on software licenses, the plant was able to further reduce costs while maintaining its software capabilities. Overall, this initiative resulted in a more cost-effective IT system that better aligned with the plant's requirements and objectives.



Staff Reduction Through Reallocation of Work to Other Staff

Savings: \$28,000

The completion of the Saskatoon Water hardware refresh project benefited from the efficient utilization of existing team resources. Initially, a 2-year temporary Programmer Analyst (PA) position was established within the Systems team to support this project. When the individual in this role transitioned to another team, the existing work was able to be seamlessly integrated by existing staff through the reprioritization of work. This not only ensured continuity in project execution but also resulted in significant cost savings equivalent to four months of salary that would have otherwise been allocated to the temporary PA position. By leveraging internal resources and expertise, the project was successfully concluded without the need for additional hiring or external support, demonstrating effective resource management and teamwork within the organization.



Security Awareness and Training

The City's commitment to cybersecurity is a cornerstone in safeguarding the City's IT Infrastructure against cyber threats. IT implemented a robust Security Awareness and Training program that has created a more security aware culture within the City mitigating one of the primary sources of cyber attack.



Cybersecurity Awareness and Training Platform

Savings: \$14,000

The City partnered with a vendor to provide cybersecurity training. However, to ensure optimal cost-effectiveness while maintaining the quality of training, the license model with the vendor was re-evaluated. The re-evaluation of the license model resulted in cost savings for the City while still ensuring access to comprehensive cybersecurity training.

INFORMATION TECHNOLOGY IMPROVEMENTS



Re-evaluated Adobe License

Savings: \$117,000 per year

In response to Adobe's change in licensing model and the subsequent significant increase in the cost of Adobe licenses, an exercise was conducted to optimize licensing to better align with users' needs. This involved reassessing the requirements of each user and determining if their needs could be met with a more costeffective licensing option.

Endpoint Detection and Response (EDR) Enhancement

Savings: \$38,000

Re-architecting the implementation of EDR enabled the City to achieve greater efficiency, scalability, centralized management, cost savings, and improved security. This strategic move aligns with best practices in cybersecurity infrastructure management and enhances the City's ability to protect against cyber attacks.

Managed Print Support Renewal

Savings: \$75,000 over two years

Upon the expiration of the five year Managed Print contract in March 2023, negotiations for a new contract commenced, leveraging data from the initial Request for Proposal. Specifically, negotiations targeted the cost per page for both monochrome and color copies, aiming to secure more favorable terms than the vendor's initial offer. As a result of these renegotiations, a lower contract value was achieved, benefiting all Cost Centres across the City.



Mobility and Internet Use Optimization

Savings: One-time savings of \$26,000 and an annual savings of \$121,000

The City consumes a large volume of mobile data to run its operations. By fine-tuning and optimizing the usage of mobile data, text, general cellular devices and internet services, the City was able to achieve significant cost savings while still meeting its operational requirements. This initiative demonstrates a proactive approach to managing resources efficiently and maximizing value for the City.

Consolidate Community Services and Information Technology After-Hours Support

Savings: \$34,000 per year

Following a thorough risk assessment of after-hours support calls, business needs, and skillset requirements, a strategic decision was made to streamline operations by consolidating after-hours support services under the IT Systems team, eliminating the need for the second team to be on standby. This decision aimed to optimize resource allocation and enhance service delivery while mitigating potential risks.

Employee Identity Management Improvements

The Azure Provisioning project ensured Active Directory (AD) Accounts for employees were created shortly after they were created in SAP SuccessFactors. This ensures the new employees have a log-in account when they report to work.

Best practice requires that employee access to the network should immediately be removed at the end of the employment. If the network accounts are not removed timely, there are security risks where intruders can hack into the City's network and can cause further damage by installing malicious programs such as viruses, malware attacks and/or steal confidential information. This project ensured AD Accounts were disabled shortly after an employee was terminated in SAP SuccessFactors.



Updated Firewall System

Firewalls protect the City's IT infrastructure against outside cyber attackers by shielding it from malicious or unnecessary network traffic. Firewalls also prevent malicious software from accessing a computer or network via the internet.

This initiative involved upgrading the organization's firewall system to address the age of the current environment and improve on security features. The firewall was at end of life and no longer had the features required to mitigate the modern threat landscape, leading to performance issues and security risks.

By upgrading the firewall, the City enhanced network performance, improved security measures, and future-proofed our infrastructure against potential threats.

Moving from Skype for Business to Microsoft Teams

This project ensured we are staying in scope with Microsoft Upgrade path, providing latest products, and improved internal Voice over Internet Protocol (VoIP) services to the corporation.

Upgrading our VoIP service to Microsoft Teams has resulted in a more seamless integration of our VoIP system with the productivity features of the Teams client. This integration has enabled us to offer more efficient meeting options for our business.

The integration of VoIP services with Microsoft Teams enhances collaboration during meetings by allowing participants to share screens, files, and documents directly from the Teams interface. This facilitates more interactive and productive discussions, leading to better decision-making outcomes.

Overall, the upgrade to Microsoft Teams for VoIP services has not only improved the efficiency of our communication processes but has also enhanced the overall productivity and collaboration capabilities of our organization.



INFORMATION TECHNOLOGY IMPROVEMENTS

Enterprise Connectivity & Device Management

A key consideration for implementing the ERP (Enterprise Resource Planning) system, SAP, was to enhance operational efficiency by empowering staff to self-serve and access critical information autonomously, eliminating the need for supervisor intervention or assistance.

To achieve this objective, the project involved providing various departments with diverse connectivity solutions, such as WiFi access points, new computers, and cell phone connectivity.

These connectivity solutions enabled staff members to seamlessly access the ERP facilitating tasks such as filling out leave reports, submitting vacation requests, downloading paystubs to T4s, and self-serving rather than relying on supervisors to perform these actions on their behalf.

This approach not only streamlined administrative processes but also enhanced employee autonomy and efficiency. Staff members were empowered to manage various tasks independently, thereby reducing dependency on manual processes and enhancing overall productivity.

SQL Server 2008 End of Life

As Microsoft Structured Query Language (SQL) Server 2008 and SQL Server 2008 R2 reached the end of Extended Support, they no longer received regular security updates, leaving systems running on these versions vulnerable to potential security threats. This poses a significant risk to the corporate IT infrastructure, as vulnerabilities in unsupported software can be exploited by cyber attackers to gain unauthorized access, compromise data, or disrupt operations.

The SQL Server 2008 End of Life initiative was centered around addressing the outdated status of SQL Server 2008 and the associated risks to our business applications. The primary goal was to enhance the support and security of our SQL environment, thereby minimizing the threat of service disruptions due to cyberattacks. To achieve this, the initiative focused on migrating to a newer and more secure SQL environment, strengthening the reliability of our business applications.

Microsoft 365 Training

The purpose of this initiative was to provide training on Microsoft applications used by the employees at the City to enhance employee skill sets and proficiency in their respective roles, fostering continuous improvement and increased effectiveness in job performance.





PROJECT DASHBOARD EAM Time Confirmations



Upcoming Activities Name Description

Roadways & WWO Discussions	Additional discussions looking into RFS/WW advanced Time Confirmation solution, Timesheet reconciliation and overall solution/process summary.
SAP Reporting Checkin	Confirming with SAO team any changes to EAM/Time Confirmations will not impact ongoing efforts for SAP Power BI Reporting.
SAP Enterprise Architect Analysis	Discussing the RFS/WWO Time Confirmation Solution, and feasibility of implementing their solution enterprise wide

Notable Risks			
Risk Name	Impact	Probability	
EAM Usage - Knowledge Gaps	High	Medium	
Varying Project Objectives & Challenging Scope Definition	High	Medium	
Business processes may need to adapt to EAM best practices	Medium	Medium	



SASKATOON TRANSIT

Improving Internal Communications at Saskatoon Transit

Saskatoon Transit incorporated digital screens in the downtown Customer Service Centre in 2022 to provide dynamic information to both internal staff and the public. This allowed for quick delivery of current and concise information.



In 2023, digital screens were installed at Access Transit and in the Maintenance and Operations areas to enhance the delivery of Transit-specific and corporate messaging. This has improved the internal communication among staff members, allowing them to stay updated on events, safety topics, and section-specific information.

Digital communication enhancements lead to increased operational efficiency, cost savings in traditional communication methods, and potential environmental benefits through reduced paper usage.

New Warning Alerts for Transit Route Changes

Saskatoon Transit introduced an advance notification alert to inform riders if there was a possibility that frequency may be affected due to bus shortages. These alerts are especially important during the extreme cold.

Saskatoon Transit will issue a service warning the night before on the potentially affected routes so riders can make other arrangements by either using a different route or traveling at a different time. These warning alerts appear on the Transit website, push out in the Transit App for pinned routes, and attach to the affected routes for other trip planning applications. Follow-up service alerts are issued in the morning when any service impacts have been confirmed to update the status of affected routes.

OnDemand Service

OnDemand Transit is a complement to fixed-route service. It is a is cost-effective service and can reduce the overall number of buses required when the infrastructure is not fully developed for a fixed-transit service. OnDemand transitioned from a 12-month pilot to fully implemented in developing neighbourhoods Brighton and Rosewood in August 2022. Using Spare Labs technology

for OnDemand planning, we collected valuable ridership data that can help determine how and when the area is suitable for fixed-route transit in growing areas.

Saskatoon Transit is exploring other opportunities for OnDemand services within the current transit system. It could be a cost-effective option when an area can no longer support fixed-route transit but still has individuals who rely on the transit system.

In 2023, Saskatoon Transit provided 22,993 OnDemand trips to and from Brighton, Rosewood and North Kensington.





Funding for Access Transit Paratransit Buses

Grant Funding: \$385,000

The Provincial Transit Assistance for People with Disabilities program, along with funds from City Council, provides funding for the replacement of Access Transit buses. Due to the impacts of COVID-19 on transit services, no new buses were ordered in 2020 or 2021. In 2022 and 2023, Access Transit accessed the funding from 2020 and 2021 in addition to the funding from 2022 and 2023 to purchase a total of seven replacement buses leveraging the full **\$385,000** of available grant funding.

Driver Training for Access Transit third-Party Carrier Service

Access Transit is a specialized public transportation service that provides on-demand trips for individuals with temporary or permanent disabilities who cannot take fixed-route transit due to physical or cognitive limitations.

When the demand for service exceeds capacity, which is typically during peak morning or afternoon commute times, Access Transit relies on a third-party carrier. All third-party transportation providers are expected to provide the same level of service as an Access Transit Operator, including door-to-door service, proper securement of any mobility devices and quality customer service. In 2023, Access Transit delivered empathy and sensitivity training and a refresher on wheelchair securement for third-party drivers.

Participants earned a certificate of completion to signify they are committed to providing excellent care and handling of persons with disabilities, meeting the expectations of Saskatoon Access Transit Customer Service skills and proper driver etiquette, including helping individuals who require assistance.

Access Transit: New Client Application Process and Audit

Access Transit improved its intake form for new clients to reflect best practice from across the country, improve accessibility and streamline the application process.

There was a rapid surge in service demand in 2023 from existing customers and new applicants, and Transit also wanted to confirm that existing clients were still eligible before accepting more.

Following stakeholder engagement and comparing how other agencies handle applicants, a new application form and standards were adopted to include a regular review for eligibility.

Access Transit now has a monthly snapshot of active clients and a clear picture of current service level needs.





SASKATOON TRANSIT

Saskatoon Transit Al Predictive Maintenance

Saskatoon Transit's maintenance team is working with Preteckt to use artificial intelligence (AI) for predictive maintenance to keep ahead of mechanical issues and prevent bus breakdowns.

The technology plugs into the bus and reads the existing sensors to detect issues. It analyzes millions of data points and uses AI to identify issues before they become critical interruptions to service. Transit conducted a four-month pilot test comparing one group using the AI system and a control group, and the AI group saved money on parts and had 50% fewer labour hours. Saskatoon Transit won three awards for this project in 2023: a 2023 Smart 50 Award for global innovation projects from Smart Cities Connect, an Innovation Solutions Award from Metro Magazine and the Canadian Urban Transit Association (CUTA) Corporate Award for Innovation, which is awarded by peers in the transit industry.



Automated Saskatoon Transit Service Alerts

Saskatoon Transit implemented an automated IT solution to improve communications to residents with real-time updates when there's a change to a route and streamline its process to issue digital service alerts.

The new process is estimated to take half the time. This saves approximately 25 minutes per day during the off-season and 1.25 hours per day during construction season.

This significantly speeds up the communication process and increases consistency and accuracy of the alerts. The language in the notifications was adjusted to provide clear language that articulates the disruption and, when possible, suggests alternative trip options.





Improving Transit Maintenance General Stats with Multiple Continuous Improvement Projects

The Saskatoon Transit Maintenance Section began their continuous improvement (CI) journey in July 2022, and immediately began to identify opportunities for improvement.

Using cutting edge CI tools and methodologies, Transit Maintenance systematically removed non-value-added activities from their processes and systems and streamlined their daily workflow to produce incredible results.

Transit Maintenance is proud to share that they:

- Completed 28% more work requests (bus repairs) in 2023 when compared to 2022;
- Completed 16% more preventative maintenance activities in 2023, with a 3% reduction in labor hours in 2023 compared to 2022.
- All bus maintenance in 2023 on the conventional bus fleet was completed with 2.9% less labour hours than in 2022.



Tactical Fixed-Route Bus Repair

After completing numerous continuous improvement projects in 2022 and 2023, the Transit Maintenance section has tracked daily bus repair over this time period.

The results show a 52% improvement in the average number of fixed-route buses that were put in "OK for Service" status daily in 2023 vs. 2022.

Even more existing is Transit has seen a 114% improvement in the number of buses fixed per day in January 2024 than in 2022. In 2022 the average was 9.0 buses per day, 2023 the average was 13.7 buses per day, and in January 2024 the average is 19.3 buses per day.



SASKATOON TRANSIT



Mobile Ticketing

Saskatoon Transit continues to develop digital versions of its fare products in collaboration with Masabi, its mobile ticketing provider. Mobile ticketing options allow riders to prepurchase, manage and display passes on their smartphones anytime, anywhere, without going to Customer Service or a physical vendor to renew a smart card.

In 2023, Saskatoon Transit introduced mobile tickets for high school passes, and in the fall the post-secondary Semester Pass was launched on the TGo and Transit mobile apps to simplify access for eligible full-time students attending various post-secondary institutions. Post-secondary students can now purchase a Fall, Winter or Summer semester pass in advance of their upcoming semester.

Mobile applications offer several benefits, including cost savings on traditional ticketing infrastructure, reduced environmental impact, and improved efficiency.



Saskatoon Transit - Experience Transit

Experience Transit is a free program offered by Saskatoon Transit designed to teach individuals or groups how to use public transit safely and independently. In 2023, the program launched an online learning tool to help riders learn everything they need to know about riding transit in Saskatoon. A Quick Guide is also available to reference at home or on the go, focusing on planning trips, paying fares, mobile apps, and essential trip information.

The goal is to reduce customer support costs and improve transit efficiency. Well-informed riders can contribute to smoother operations and resource savings.

In 2023:

- Webpage traffic saw a 16% increase in page views compared to 2022.
- Collaborated with 42 organizations for networking on potential training opportunities.
- Provided six group presentations.
- Delivered 15 one-on-one travel training sessions.





57 Valley Road

PARKS IMPROVEMENTS



Park and Green Enhancement Projects

The Parks Department began several projects in its Park & Green Enhancements Long-Term Plan. The 2023 projects include Parkridge and Balsam Parks and consisted of increased planting and natural amenities, and improvements to existing infrastructure such as irrigation. These types of projects will continue in 2024, and a full list of projects can be found on **saskatoon.ca**.

Civic Greenhouse Service

Parks delivered on its service levels despite restricted use of its greenhouse facility. In 2023, the Civic Greenhouse program provided over 1,000 flowerpots in the business improvement districts and on centre medians throughout the City, as well as over 100 flower beds in parks, and various floral displays in civic buildings.

Woodlawn Next-of-Kin Memorial Avenue Centennial Celebration

On June 18th, 2023, the City of Saskatoon hosted a celebration of the 100th Anniversary of Next-of-Kin Memorial Avenue in Woodlawn Cemetery, the last remaining Road of Remembrance in Canada. Parks cemetery staff contributed greatly to the event, preparing the grounds, assisting in coordinating, and operating the event. The event was attended by the Lieutenant Governor and other dignitaries, members of the Canadian Armed Forces, veterans' organizations, and the heritage community.

The City of Saskatoon, the Decoration Day Service Committee, Saskatoon Heritage Society, Friends of the Forestry Farm House and Parks Canada, were proud recipients of a 2023 Saskatchewan Heritage Award in the category of Physical Heritage Conservation for the Next-of-Kin Memorial Avenue, Woodlawn Cemetery Centennial Project.



Dutch Elm Disease Monitoring and Response Plan

In 2023, the Parks Department detected four positive cases of Dutch Elm Disease, the deadly fungal disease that can affect all elm species in Saskatchewan. This record number of positive cases triggered the department's Dutch Elm Disease Response Plan and resulted in the immediate removal and disposal of all infected trees, as well as adjacent trees that were likely infected. As part of the response plan, two elm wood sweeps were initiated in a radius around the positive trees in Pleasant Hill and Sutherland/Forest Grove neighborhoods. These sweeps resulted in the removal and disposal of 5,300 kg of elm wood from 123 locations. Educational materials were also provided to residents regarding Dutch Elm and its prevention.

Proper Elm Disposal Pilot

In 2023, the City offered free elm wood disposal for the month of October as a pilot program. Storing elm wood can increase the spread of Dutch elm disease, which threatens approximately 25% of trees in Saskatoon.

The pilot was testing the extent that cost at the landfill is a barrier to proper disposal. The one-month pilot resulted in 866 loads brought to the landfill, totaling 430 tonnes of elm wood. This equates to 58% of the elm wood loads and 37% of the tonnes of elm wood brought to the landfill for the entire previous year.

Based on the high level of uptake a program expansion is being planned for 2024.





Engaging Parks Employees

In partnership with the City's Reconciliation, Equity, Diversity & Inclusion (REDI) Department, Parks embarked on a 14week culture and feedback initiative during its 2023 operating season. The goal of the initiative was to improve engagement and psychological safety in the workplace and celebrate the diversity of the individuals who make up our teams. Each week, staff were provided with a toolbox talk on a topic promoting psychological safety and team building, as well a team activity to take part in. Staff were given opportunity throughout to provide feedback to Parks leadership and video messages were recorded to discuss feedback items and acknowledge issues to be addressed.

In a follow-up survey, a significant percentage of Parks staff indicated they felt the initiative had improved work culture in their area. A crossfunctional group of Parks members met at the end of the year to discuss successes and areas of improvement for the program. The Parks team is excited to continue its improved REDI journey in 2024.

WATER SERVICE IMPROVEMENTS



Water Conservation in Spray Pads

Savings: \$24,000

The Facilities Management and Sustainability departments worked together to save approximately **\$24,000** in water costs through a spray pad efficiency pilot project in summer 2023. The pilot used lower-flow nozzles as an inexpensive and easyto-replace option, reducing the amount of water flow, while maintaining the user experience. They were replaced without disrupting the service hours of spray pad operations.

"The 2023 spray pad pilot surpassed our expectations and its success was driven by collaboration between departments," says Shane McKechney, Facilities Manager. "With **\$24,000** and 6.4 million liters of water saved in addition to 2.7 tonnes of CO₂ emissions avoided at two spray pads - one on the westside and the other on the east side of Saskatoon - we see a huge benefit to expanding the project to more of our 22 spray pads. We expect to see continued savings in costs, water use, and GHG emissions." Upgrades will continue in 2024.

Water Treatment Plant - Commitment to Sustainable Energy

Savings: \$34,000

In 2022, the Water Treatment Plant Operations team completed the replacement of pumps within the Raw Water Intake, as well as the Acadia Reservoir. This replacement led to an increase in energy efficiency of the pumps, where approximately **\$34,000** of energy savings was realized in these process areas for the Water Treatment Plant in 2023.







180

Water Conservation in Sports Fields

Savings: \$65,000

Parks and Sustainability partnered to save approximately \$65,000 in water costs using an evapotranspiration-based (ET-based) irrigation system approach in seven sports fields in 2023, while maintaining **\$98,000** savings from the last year's pilot in 46 parks using the same approach. Sports fields require a higher level of irrigation and maintenance, including an extended irrigation season coupled with deep irrigation, which results in higher water consumption, cost and GHG emissions, when compared with parks in general. The ET-based approach uses software and weather data to reduce the amount of water required to irrigate sports fields while maintaining a high level of turf quality.

"The 2023 water conservation pilot was built on the success of earlier pilot projects from 2021 and 2022, which builds on experience using the ET-based watering approach in general parks. The results in 2023 surpassed expectations, and the success of the project was driven by collaboration between Parks and Sustainability," says Chris Zerebeski, Parks Superintendent.

With **\$65,000** and **17 million liters of water** saved at seven sports fields, there is a huge benefit to expanding the project to all 40 sports fields. It is expected that savings in costs, water consumption, and associated GHG emissions will continue. Planning efforts are now underway to optimize the entire Parks irrigation network system.
WATER SERVICE IMPROVEMENTS

Drinking Water Advisory Dashboard

The City launched a new online dashboard for drinking water advisories. Residents are now able to check for updates regarding the status of a drinking water advisory by visiting the new dashboard.

The dashboard is linked to the City's internal system, providing residents more timely updates on their drinking water. Door notices will still be issued to both advise residents of a drinking water advisory (yellow) and when it has been lifted (green). The dashboard was created to provide residents with more timely information and the ability to review when drinking water advisories have been lifted.

Wastewater Treatment Plant – Commitment to Sustainable Energy

Savings: \$770,000

In 2023, the Saskatoon Wastewater Treatment Plant (WWTP) pledged to "innovatively lead the transition of reclaiming water and resources with sustainable energy". This work was supported through the hard work and dedication of the staff and because of this focus, significant results in energy efficiency were accomplished.

By harnessing biogas from the Digesters to heat the WWTP facility and its processes, annual natural gas costs were reduced by **\$300,000**. Additionally, through a comprehensive optimization strategy, including modifications to the Bioreactor mixer, UV Disinfection, Dissolved Air Flotation (DAF) Thickener operations, and air blower programming adjustments, an annual savings of **\$470,000** in energy costs (natural gas and electricity combined) were achieved.

This success highlights the WWTP team's dedication to sustainability and helps to position the City of Saskatoon as a leader in responsible resource management.

The graphs highlight when the changes were initiated as well as the corresponding energy drop.



Drinking Water Advisories Dashboard

If a Drinking Water Advisory has been delivered to your home or business, it means that the City is conducting work on the water supply system in your area. While the water supply will be shut off a period of time, it could be turned back on within a few hours.

The dashboard below is linked to the City's internal system, providing residents more timely updates on their drinking water. The dashboard will be updated at minimum twice a day.

If a drinking water advisory is marked as lifted in the dashboard, you do not need to wait for a green doorhanger to resume regular activities and water use.







Flood Mitigation

A new dry storm pond was constructed on the north side of Weaver Park in 2023 to mitigate flooding around the intersections of Cascade Street and Dufferin Avenue and Bute Street and Dufferin Avenue.

The dry storm pond, which is the third under the City of Saskatoon's Flood Control Strategy (FCS), will hold storm water that would have previously pooled in the street and on nearby properties. Although the dry storm pond is operational, the area will remain closed until the fall of 2024, when the landscaping has established.

The first two FCS projects (W.W. Ashely Park and Churchill Park Dry Ponds) continue to provide flood protection for nearby intersections and surrounding areas. The Churchill Park dry pond provided storm water storage and flood protection to nearby properties during the June 2023 rain event.

For more information about the Flood Control Strategy, please visit **saskatoon.ca/floodplan**.

Yellow Fish Road

In 2023, Meewasin combined the <u>Preventing Irritable Sewer</u> <u>Syndrome</u> and <u>Yellow Fish</u> <u>Road</u> programs to educate over 500 students in 13 different neighborhoods across Saskatoon. This partnership with Meewasin allowed 157 storm drains to be painted with yellow fish, signifying the importance of clean storm drains. The program expansion to include younger students was successful and is planned to continue into 2024.



Water Treatment Plant Upgrades Online

In December 2023, the fivevear \$43 million upgrade to the **City's Water Treatment Plant** was put into operation. The major upgrade included the construction of a new Transfer Pumping Building that improves the Plant's capacity and reliability to pump water from the filtration process area to the UV disinfection process area. The project also included the upgrades to various electrical systems throughout the Plant, including the addition of two standby power generators, which will improve the reliability and energy efficiency of the electrical system. The work was able to be successfully completed without disruptions to the supply and quality of the City's drinking water.

SOLID WASTE SERVICE

Landfill Gas

2023 was a record year for Greenhouse Gas (GHG) reduction at the Saskatoon Waste Management Facility (Landfill). About five million tonnes of municipal waste are now in place at the Saskatoon Landfill. As organic waste decomposes, it produces landfill gas that contains almost equal parts methane and carbon dioxide. If this gas is not collected, it is emitted into the atmosphere and adds to the overall greenhouse gas emissions in our community. Methane gas is about 28 times more harmful to the atmosphere than carbon dioxide.

In 2023, the landfill gas facility collected and destroyed 6,578,000 m³ of landfill gas which resulted in a reduction of GHG emissions of over 60,455 tonnes equivalent to the emissions from the total energy used by 14,000 average Canadian homes over one year.

In addition to the GHG emission reduction, the collection and destruction of landfill gas at the Saskatoon Landfill helps to improve the air quality and reduce odours at the landfill. 59% of the collected landfill gas used to produce electricity at the Saskatoon Light and Power landfill gas generation facility producing enough energy to power 1,200 homes.

Landfill Final Cover and Landfill Gas Expansion Project – City Supplied Soil

Savings: \$1,239,112

Originally a \$8.33 million dollar contract to construct landfill final cover. **\$1.239 million** in savings were found by directing the contractor to use City-owned stockpiles of soil rather than the contractor's original plan to import material from private sources.

Green Cart Program

In May 2023, Saskatoon launched the Green Cart Program for food and yard waste collection to over 70,000 households and successfully diverted more than 17,000 tonnes of organic waste from the landfill by the end of the year. The food and yard waste collected from the program is sent to a third-party organics processing facility to be turned into nutrient rich compost.

By diverting organic waste away from the landfill, there is a reduction in greenhouse gas emissions, a reduction of environmental pollution, and a delay or avoidance of the expense of building an additional landfill. The new program is an increase in service from the past subscription-based program, accepting more materials and switching to year-round collections allowing for the opportunity to achieve more meaningful food and yard waste diversion from the residential sector. With more waste being diverted with green carts, black cart (garbage) collection was changed to bi-weekly year-round, alternating with bi-weekly green cart collections.





Material Diverted in 2023

In 2023, the City of Saskatoon's diversion rate has seen its first substantial increase since the launch of residential recycling a decade ago. This increase is linked to the launch of the green cart program in May and the opening of the Material Recovery Centre in October.

Material Diverted in 2023	Tonnes
Compost Depots	9,752
Green Cart Program *City-wide launch	17,970
Organics Total	27,722
Curbside Residential	7,189
Multi-Unit Residential	1,821
Recycling Depots	1,330
Landfill Recycling	636
Household Glass Program	168
Recycling Total	11,144
Household Hazardous Waste	58
Public Space Recycling	2
Miscellaneous Total	60
Total	39,033

City Program Diversion Rate

Program	2022	2023
Diversion	29,752.60	39,033.04
Buried Waste	91,666.43	117,048.90
City Program Diversion Rate	24.50%	33.35%

Residential Curbside Diversion Rate

	2022	2023
Blue Cart Recycling	7,348.24 tonnes	7,189.04 tonnes
Green Cart Recycling	5,753.00 tonnes	17,969.75 tonnes
Total Diversion - Carts	13,101.24 tonnes	25,158.79 tonnes
Black Cart Garbage	44,700.00 tonnes	34,475.00 tonnes
Curbside Collections Diversion Rate	22.67%	42.19%

Recycling Utility Analysis

Administration committed to a two-year project to implement a fixed rate organics utility in May of 2023 and a variable rate garbage utility with implementation in 2024.

In preparation, a comprehensive review of the existing recycling utility was completed. This included software enhancements, development of reporting capabilities and eligibility reviews of more than 100,000 properties, resulting in improved accuracy within the utility and alignment with future services.

Assisted Waste Collections

In 2023, Waste Operations launched the <u>Assisted Waste</u> <u>Collections</u> program for residents who are physically unable to roll out their waste carts on collection days and do not have someone else living in their home who can do it for them.

The program is open to all eligible curbside residents and includes assistance relocating the black (garbage), blue (recycling) and green (organics) carts to and from the collection location from a predetermined location on the residents' property.

This is a free service for residents living in single family homes with curbside waste collection. This program aims to make waste collection accessible for all residents in Saskatoon and has improved the equitability of our waste collection services. In the first year 28 households enrolled in the program.

SOLID WASTE SERVICE



Black Cart Asset Management Work Savings

Savings: \$540,000

In preparation for the implementation of the garbage utility and cart size requests, the City undertook a review of black cart data. Lists of eligible and active residential properties without black cart information were checked to ensure the existing data was accurate. Field staff verified the presence of more than 4,726 black carts at eligible properties. The higher accuracy of black cart data resulted in a benefit to the garbage utility of approximately \$45,000 per month which is equivalent to \$540,000 annually.



New Education Campaign on Cart Conduct

The City is dedicated to enhancing its service delivery and has introduced a new process for dealing with carts that are left out. The process involves sending block-wide education letters to areas where many carts were left outside their scheduled collection window. Many residents have responded positively to this approach and have ensured that their carts are returned to their private property within the allotted time. They have also encouraged their neighbours to do the same, leading by example. The education letters are followed up with a re-inspection of the identified locations. Warning letters are issued to any properties that continue to leave carts out. This helps maintain an educational spirit rather than enforcement on residents immediately. This process has helped to improve the efficiency of the City's Environmental Protection Officers. It allows them to respond to more notifications in a shorter period and provide support in other work areas. The benefits of this initiative have been substantial.



Material Recovery Centre

The opening of the Material Recovery Centre (MRC), formerly the Recovery Park Landfill Expansion, marked a major achievement for the City of Saskatoon as we work towards our 70% waste diversion goal.

The MRC, located on Valley Road at the entrance to the Saskatoon Regional Waste Management Facility is open to the public and offers residents free drop-off for many recyclable items as well as a new access point for scaled waste. Residents can divert more waste than ever with free disposal of recycling, small appliances, batteries, oil and anti-freeze, electronics, metals, rimless tires, bicycles and appliances, with a \$20 fee for appliances with refrigerant. The MRC also offers reduced disposal rates for concrete and brick to encourage diversion. Administration is working on securing more vendor partners and incorporating new materials for diversion. The MRC will also be the permanent home for household hazardous waste beginning in 2024.





Business Recycling and Organics

In October 2023, Saskatoon became the first large city in the province to require organics diversion at businesses and organizations. The requirement applies to businesses that produce organic material as part of their operations such as restaurants and grocery stores. A support program was launched to accompany the new bylaw requirement, with staff in Sustainability and Water & Waste Operations providing education and working with businesses to identify and overcome barriers. Combined with the launch of the residential Green Cart program, Saskatoon saw a significant improvement in how organic waste was managed in 2023.



Household Glass Recycling – Our Best Year Yet!

The City of Saskatoon has been partnering with Sarcan since January 2019 to provide residents an option to recycle household glass at depot locations throughout the city. In 2023, Sarcan recycled 167.84 metric tonnes of clear and colored glass, the highest yearly volume received to date. Since the inception of the program, over 690 metric tonnes of household glass have been diverted from the landfill.

CLIMATE AND ENVIRONMENTAL IMPROVEMENTS

2024-2025 Climate Budget

A Climate Budget is a governance framework that many municipalities are using to focus and progress climate action. The integration of the Climate Budget into the Multi-year Business Plan and Budget requires departments to report the greenhouse gas (GHG) implications of their capital project submissions alongside their finances. This helps the City meets its climate commitments. Saskatoon's first Climate Budget highlights recent progress on climate action, summarizes funded and unfunded projects to reduce GHG emissions, and identifies the resulting gap between those measures and the community's GHG target for the 2024-2025 budget cycle. The funded projects identified through the 2024-2025 Climate Budget are estimated to reduce GHGs by 1,300 tonnes CO₂e annually once fully implemented.



Environmental Cash Grant

The City's Environmental Grant program continued in 2023 to support nonprofits in the city. Funding was awarded to 15 organizations that helped initiatives related to active transportation, green infrastructure, waste diversion, renewable energy, and water quality. Some of the projects included were Bethlehem High School purchasing a garden tower machine to grow food for their cooking class, and Saskatoon Makerspace's "Repair Café" project focused on pairing community members with product repair specialists to learn to repair assorted items, giving them a second life and diverting them from the landfill. A total of **\$59,000** was awarded in 2023.



Student Action for a Sustainable Future (SASF)

Sustainability and Saskatchewan Environmental Society continued to provide education to high school and elementary schools thanks to the City of Saskatoon and Nutrien. The SASF program builds the capacity of teachers to teach and act on climate change and sustainability practices. Teachers are introduced to the City's Strategic Plan, Low Emissions Community Plan, and to community organizations that are working towards a sustainable future. The program included 22 teachers and over 550 students from the Greater Saskatoon Catholic Schools and Saskatoon Public Schools.

Electric Vehicle Charging Stations

The initiative involves investigating alternatives for our corporate fleet to reduce fuel consumption and greenhouse gas emissions. We're implementing a pilot program that includes using electric vehicles (EVs) and installing smart charging stations.

By implementing this pilot program, we aim to gather valuable insights into the feasibility and effectiveness of integrating electric vehicles into our corporate fleet. The data collected will inform future decisions regarding fleet management strategies, with the ultimate goal of reducing our environmental footprint while maintaining operational efficiency and cost-effectiveness. Two publicly-accessible charging stations were also installed at Lakewood and Lawson Civic Centres to improve understanding around offering a public charging network.



2023 GOVERNMENT FUNDING



In 2023, the City of Saskatoon received approval on approximately **\$116.50 million** in funds for the following programs:

- More than **\$94.77 million** from the Government of Canada and Government of Saskatchewan under the Investing in Canada Infrastructure Program, providing funding for all types of Saskatchewan infrastructure projects including the following City of Saskatoon projects:
 - \$24.00 million Bus Rapid Transit System Fleet
 - \$19.07 million Bus Rapid Transit System Green Line
 - \$3.67 million Bus Rapid Transit System Intelligent Transportation System
 - \$18.33 million Bus Rapid Transit System Support Transportation Network Improvements
 - \$29.70 million New East Side Leisure Centre
- **\$20.00 million** from the Government of Canada under the Natural Infrastructure Fund;
- **\$1.61 million** from the Government of Canada under the Active Transportation Fund for the Dudley Street Walking and Cycling Improvements Project;
- **\$85,500** from the Government of Canada and the Federation of Canadians Municipalities under the Green Municipal Fund for the Community Electric Vehicle Adoption Strategy Project; and
- Up to **\$30,000** from Eco-West Canada's Electric Vehicle Charger Program (partially funded through Natural Resources Canada Zero Emission Vehicle Infrastructure Program) at Saskatoon Light and Power.



SASKATOON LAND



2023 Sales Highlights:

- \$58 million in total sales revenues generated
- 192 single-family lots sold for a total of \$21 million
- 4 multi-unit parcels totaling **7.81 acres** sold for a total of **\$6.8 million**
- 27 industrial parcels totaling **39.17 acres** sold for a total of **\$23.3 million**
- 1 commercial parcel totaling 4.42 acres sold for \$5.7 million
- **\$3.3 million** in total annual revenue realized from managing over **90 leases** of land and buildings
- 7,000 acres of future development land managed/maintained



Since 2007, Saskatoon Land has generated **\$143.5 million** in net proceeds from the sale of property in Hampton Village, Willowgrove, Evergreen, Aspen Ridge and Rosewood.

Saskatoon Land is one of the largest self-financed municipal land development programs in Canada. Self-financed simply means the cost of all business operations is covered by revenue generated by land sales and not through property taxes. This revenue is also used to fund capital projects such as roads, affordable housing and leisure amenities. Many of these projects would otherwise need to be funded through the property tax or borrowing. In 2023, Saskatoon Land continued to deliver financial returns to the City for allocation to civic projects and programs.





Thank You!

Every year, City staff take on the task of documenting achievements in service improvements, finding savings, and being more sustainable. This is not an easy task, as there are many activities happening at the City all throughout the year. This year, City staff pulled together over 130 stories to share with City Council and the public.

Thank you to everyone who submitted stories and developed, edited, and shared in the creation of the **2023 SSS Report**.

The SSS Report Project Team:

Sponsor: Celene Anger

Project Manager: Mary Ingram

Project Team Members: Colleen Cameron, Sue Martin, and Chad Hein



Public Safety and Communication

The Saskatoon Police Service (SPS) and Saskatoon Fire Department (SFD) have a long history of working together through emergency incidents, coordinated event response, fire investigations, and preparation for community-impacting events. Saskatoon takes a whole-community approach amongst residents, businesses, critical infrastructure, community organizations, and all levels of government to address public safety issues. A whole community response to issues of homelessness and neighborhood safety is applied through a coordinated community safety framework.

BACKGROUND

City Council, at its Regular Business Meeting held on <u>February 28, 2024</u>, when considering emergency shelters resolved that:

- 1. That the Administration report back through a formal request to the BOPC as may be needed on the crime statistics in Fairhaven from December 2021 to the end of January 2024 and that the Administration report on what measures have been put in place to address the rise in crime;
- That the Administration specifically identify the crime statistics on the 400 block of Fairmont Drive between the 415 Fairmont Drive and the large residential complex across the Confederation Suburban Area;
- 3. That the Administration report on what safety efforts and communication channels have been coordinated with the residents of Fairhaven;
- 4. That the Administration report on what community safety measures will be in place for the complex needs shelter in Mayfair and the temporary shelter in Sutherland. This should include what the future responsibilities will be for each department and what the communication strategy will be with the neighbourhoods during operations. The report should clearly identify the proposed course of action for the residents of Mayfair and Sutherland as operations of each facility commence;
- 5. That the Administration communicate with the appropriate provincial government ministries and report back on the detailed discharge strategy for the complex needs shelter in Mayfair;
- 6. That Administration report back on options for public consultation to take place in Ward 2 and 3 to hear more from police regarding the data and to discuss the experiences residents are facing to develop a more comprehensive report on how crime has really affected these areas; and
- 7. That the report include involvement with Saskatoon Tribal Council and Provincial Government.

CURRENT STATUS

Collaboration and coordination between SPS and SFD continues through information sharing, data analysis, response plans, and focusing on hot spots and individuals requiring attention of both services in Saskatoon.

DISCUSSION/ANALYSIS

December 16, 2022, saw the Emergency Wellness Centre (EWC) relocating operations from downtown to its current location at 415 Fairmont Drive. The 106-bed shelter space is operated by the Saskatoon Tribal Council (STC) and funded by the Ministry of Social Services.

SPS and SFD developed a coordinated safety plan to address any concerns of social disorder, crime and/or violence in addition to needles in public spaces, graffiti, inadequate housing, and property maintenance concerns. Data collection and information sharing has been ongoing since the opening of the EWC.

Residents of the Fairhaven community have expressed concerns of community safety and well-being since the shelter relocated.

Resolutions (R)

R.1. – At the April 10, 2024 Governance and Priorities Committee (GPC) meeting, the SPS and SFD presented a joint report, <u>Community Changes and Response to</u> <u>Emergency Shelters</u>, on crime stats, responses, impacts and committed to meet with community stakeholders of Fairhaven. A meeting occurred at 234 Pendygrasse Road on April 10, 2024, at 6 p.m., coordinated by Fairhaven Community Association, with representatives from the community, SPS, SFD, Mayor's Office, Councillor David Kirton, and the provincial government. The residents expressed their concerns and experiences within their neighborhood.

R.2. – At the April 10, 2024 GPC meeting, the SPS provided crime stats along with data, <u>Community Changes and Response to Emergency Shelters</u>, from SFD for the Fairhaven and Confederation Suburban Area.

R.3. – At the April 10, 2024 GPC meeting, the SPS and SFD committed to community engagement with the residents of Fairhaven to coordinate safety efforts to address concerns where practical.

R.4. – A complex needs facility will be located at 1701 Idylwyld Drive North. Edgewood Health Network (EHN) has been selected by the Ministry of Health as the service provider. SPS is working with the service provider on operational procedures including referrals, intake, and discharge. Referrals to the complex needs facility can only be through the SPS. Individuals can not self-refer or access the services on-demand.

This is a 15-bed facility that offers access to stabilization, comprehensive treatment for addiction, trauma, depression, anxiety, and 24/7 access to medical professionals. EHN is a Canada-wide network that is working with individuals dealing with mental health and addictions. The service provider has experience working with indigenous peoples and they have culturally informed protocols including the use of Elders and connections to First Nations Communities.

Patients remain inside the facility. Food and water will not be distributed outside the facility by the service provider to discourage individuals from loitering. Access is restricted to the facility, meaning patients do not leave the facility unless it is a planned release.

The SPS, SFD, EHN, and the Ministry of Health continue to work on an integrated and coordinated operating plan. This plan has not been finalized at this time. Included in this plan is a communication agreement that states "it is agreed that communication will be consistent, transparent, and collaborative between all parties."

R.5. – SFD and SPS have initiated a coordinated safety plan, however, are awaiting a finalized copy/overview of operational procedures for the Mayfair complex needs facility that will be located at 1701 Idylwyld Drive North. Upon receipt of the operational procedures, the integrated operating plan will be fully completed.

A letter dated April 8, 2024, from EHN Canada (Appendix 1) outlines their discharge policy. SPS worked with the service provider on what discharge from the complex needs emergency shelter entails for the best outcome for the individuals being released to connect to support services and possible impact on community.

R.6. – Options for public consultation in Ward 2 and 3 was discussed at the April 10, 2024, meeting with the Fairhaven Community Association. SPS and SFD have agreed to engage in public meetings with residents. The Fairhaven Community Association was advised to contact SPS directly to plan for future meetings. SPS is waiting for dates and communication back from the Fairhaven Community Association.

R.7. – The SPS meets with the executive director of the EWC and Tribal Chief Mark Arcand regularly to discuss concerns that may arise related to the EWC. Ongoing meetings and discussions occur weekly between the City of Saskatoon (including SFD) and the Ministry of Social Services through information sharing and focusing on future shelter models/sites.

FINANCIAL IMPLICATIONS

No financial implications currently.

OTHER IMPLICATIONS

SPS has dedicated staff to several aspects of interacting with the Fairhaven and Confederation Suburban Center neighborhoods. There is a full-time member engaging with community organizations, shelter providers, and SFD. SPS has another member within the Community Engagement Division whose sole function is to engage with residents and businesses in these areas on crime or public safety issues.

SPS also assigns Alternative Response Officers to the Fairhaven EWC area during weekdays as part of a funding agreement with the Province of Saskatchewan.

There are capacity issues with SFD that pull personnel away from other work to address and focus on safety concerns in the Fairhaven and Confederation Suburban Area. Prioritization of concerns, reactive and proactive responses, engagement, and data collection continue.

NEXT STEPS

Administration will continue to take a one-city and whole of community approach to public safety and issues arising from homelessness in Saskatoon. Ongoing data analysis, coordinated planning and communication, and flexibility in adjusting to priorities and resource allocation will occur with all partners.

APPENDICES

1. EHN Canada Discharge Policy

Report Approval	
Written by:	Yvonne Raymer, Assistant Chief, Saskatoon Fire
Reviewed by:	Pamela Goulden-McLeod, Acting Fire Chief
Approved by:	Jeff Jorgenson, City Manager

Admin Report - Public Safety and Communication.docx



April 8, 2024

City of Saskatoon 222 3rd Avenue North Saskatoon, SK S7K 0J5

Dear Sir/Madam,

Re: 1701 Idylwyld Drive North – Complex Needs Emergency Shelter Confirmation of Fire Safety Plan Receipt and Service Consistency

We are writing to confirm the receipt and review of the Fire Safety Plan as provided by SaskBuilds and Procurement. As the designated operator for the Saskatoon Complex Needs Emergency Shelter, EHN Canada, represented by myself, Carlee Campbell, has duly received the Fire Safety Plan and has thoroughly reviewed its contents.

Furthermore, we confirm that the services to be provided by EHN Canada are consistent with the application submitted to SaskBuilds and Procurement. Our commitment to adhering to the outlined specifications and delivering services in accordance with the application remains steadfast.

Regarding the discharge strategy for individuals leaving the facility, we have developed a comprehensive policy and procedure that ensures the safe and smooth transition of individuals outside of custodial care, while keeping the community in mind for safety and unforeseen disturbances.

Discharge Policy/Procedure for Clients of the Saskatoon Complex Needs Emergency Shelter

- 1. Discharge Criteria:
 - a. Full Compliance Discharge occurs when:
 - i. The client has recovered sufficient capacity that, if released, the person is unlikely to cause injury to themselves or be a danger or disturbance to others, or if another person, in the opinion of the custodian, who is capable of and willing to take care of the client is available; or
 - ii. The 24-hour custodial period is complete; or
 - iii. The client voluntarily opts for discharge after staying beyond the 24-hour custodial period.



- b. Non-Compliance Discharge:
 - i. Immediate discharge is enforced for severe breaches of facility rules or behaviors that pose significant risks.
 - ii. Examples include substance use, physical violence, sexual fraternization, medical emergencies, and acute mental health crises.
- 2. Voluntary Stay:
 - a. Clients may opt for a voluntary extension of their stay at the Complex Needs Emergency Shelter (CNES) if space and resources permit, providing additional support as needed.
- 3. Connection to Other Services:
 - a. Upon intake, comprehensive assessments are conducted to identify client needs and provided to the best of staff abilities prior to discharge.
- 4. Collaborative efforts with other service providers ensure ongoing support and access to necessary resources.
- 5. Transportation:
 - a. CNES staff will offer and make a reasonable effort to encourage a client to go to a safe location at discharge by way of transportation offered by the CNES.
 - b. CNES staff will collaborate with the client to determine the safest location for them, prioritizing their well-being. Various options, including family, friends, or community services, will be suggested to provide resources and support if necessary.
 - c. Every effort will be made by CNES to transport the client by vehicle. If the client refuses the offered transportation, they will be directed to leave the facility and proceed immediately to the predetermined next location.
 - d. Once the drop off location is determined, CNES staff will contact the organization or individual that will be receiving the client to ensure smooth a transition.
 - e. Transportation from the facility is provided by the facility, friends/family, or support workers.
- 6. Upon discharge, procedures include informing supervisory staff, notifying family or emergency contacts, arranging transportation, and documenting the process in the Electronic Medical Record (EMR).
- 7. All client medications and personal belongings are itemized, returned, and signed for. If it is not possible at that time, personal belongings will be returned to the clients' emergency contact or with the client at a later date/time.

Please contact me if you need more information or clarification about the above.



Thank you for your attention to this matter.

Sincerely,

CDCampbell

Carlee Campbell, Senior Director, National Operations <u>ccampbell@ehncanada.com</u> 250-751-0111 ext 3385 106 - 6010 Brickyard Road | Nanaimo, BC, V9V 1S5 EHN Canada

Cc: Jamie Ash, Ministry of Health, and Diana Hawryluk, Veracity Planning Solutions Inc.

Saskatoon Municipal Review Commission – Council Resourcing Recommendations

ISSUE

This report provides information in follow up to City Council directives to the Administration, stemming from recommendations by the former Saskatoon Municipal Review Commission (SMRC) concerning resources allocated to City Councillors.

BACKGROUND

City Council, at its Regular Business Meeting held on April 30, 2018, considered the <u>Absences and Support for City Councillors report</u> and resolved:

"That the Administration be directed to conduct a comprehensive analysis of the Legislative Budget including consideration of establishing an Office of the Councillors and other budgeting models for Councillors."

City Council, at its Regular Business Meeting held on November 21, 2022, considered the <u>Administration Response - Saskatoon Municipal Review Commission – 2022</u> <u>Remuneration Repor</u>t, and resolved in part:

- 1. That the City employ an independent professional human resources consulting firm or similar to review the work required of Council members and their council assistants, to determine what additional support may be required;
- 2. That the City reviews the multiple existing policies related to Councillor travel expenses and consolidates them into one clear and consistent policy document, including a section that specifies funding for attendance at SUMA and FCM events and updated language to reflect current committee structures;
- That the City expands the City webpage Council Member Expenses so that it describes all Mayor and Councillor benefits and entitlements, and links to the described policies and expense reports.

CURRENT STATUS

The SMRC did not make a recommendation regarding moving the Councillor position from part time to full time but rather that the City employ an independent professional human resources consulting firm or similar to review the work required of Council members and their council assistants, to determine what additional support may be required. Currently, members of Saskatoon City Council, except for the Mayor, are considered "part-time", with the following three main resources currently allocated to Councillors to assist in their duties:

Office of the Councillors (Councillors' Office) and Legislative Budget

An Office of the Councillors was established informally in 2017, administered under the Legislative Services Department in the City Clerk's Office. In June of 2017 a full-time Councillors' Assistant was hired to provide administrative support to members of City Council, excepting the Mayor. Based on workload, a second Councillors' Assistant was hired in 2019, splitting the services provided between the two positions to five councillors each, with some shared office duties.

The legislative budget as outlined above is administered through the City Clerk's Office. It is not apportioned by Councillor, excepting Councillor Travel and Training. Each Councillor is allotted funds annually for general travel and training, such as attendance at the annual Saskatchewan Urban Municipalities Association (SUMA) convention and Federation of Canadian Municipalities (FCM) conference. The total amount budgeted for 2024 for all Councillors is \$35,000, with each provided \$3,500. There is also a common travel and training budget that is provided for Councillors to attend annual conferences or board meetings of any organization to which they are appointed as an official representative of the City of Saskatoon, or as a Board member. The total amount budgeted for 2024 is \$24,000 and is not apportioned to each Councillor. These amounts are prorated during an election year.

The legislative budget does not include any office space costs as the office is located within City Hall. The Councillors' Assistants are employed by the City of Saskatoon and salary, training, and their office equipment is budgeted through the City Clerk's Office.

Communications and Constituency Relations

In addition, City Council Policy C01-027 <u>Communications and Constituency Relations</u> <u>Allowance</u> (CCRA) provides an allowance to members of City Council to support communications with constituents as part of their role. The current funding level of the Communications and Constituency Relations Allowance (CCRA) is \$10,000 per Councillor per year, with amounts pro-rated during a civic election year as outlined in *The Code of Ethical Conduct for members of City Council Bylaw, 2019*.

Expanding the City's Webpages

The City's website was expanded in June of 2023 to include information on Council Member compensation, benefits, and entitlements including:

- Annual remuneration for the Mayor and Councillors
- Heath benefits provided
- Options for retirement saving
- Parking provisions and car allowance

• Administrative support and tools

Council member expense reporting has been accessible via the City's website for many years and is updated regularly. The page includes annual reporting on current Council members' use of the CCRA and travel and training budget.

Councillor Support

Service Saskatoon assists in obtaining answers to residents' questions received by members of Council.

Review of Existing Policies

A fulsome review of the existing policies related to Councillor travel expenses with a view to consolidate them into one clear and consistent policy document, including a section that specifies funding for attendance at SUMA and FCM events and updated language to reflect current committee structures remains to be completed. Anticipated reporting is to occur in the third quarter.

DISCUSSION AND ANALYSIS

While some overlap is to be expected, all services provided by the Councillors' Assistants is administrative, rather than constituency communication related, and not within the scope of services provided for through other policies or resources. To better define constituency work to be completed through the CCRA versus administrative work to be completed by Councillors' Assistants, the following examples of services for each resource are included below:

Councillor Assistant Role

- Send out pre-drafted correspondence
- Book facilities for Councillor organized community meeting(s)
- RSVP to externally planned community meetings
- Respond to inquiries where a general response is appropriate
- Research on availability of City programming and resources and liaison between Councillor and departments for those resources

Communications and Constituency Relations (CCRA) Role

- Draft newsletters and constituent communications
- Organize and create agendas and content for community meetings
- Research solutions to issues outside of Council approved inquiries or existing City programs or initiatives
- Liaise with community stakeholder to come up with solutions and gauge community support
- Conduct regular outreach with the public to gain feedback on issues and proposals

• Respond to inquiries in a personalized manner on behalf of Councillors

Council could consider the following options to address the challenges of support and resourcing that were raised during the SMRC review:

Option 1 – Status Quo

This option would see no changes to current operations.

Pros:

- No changes to current structure, budget, policies, or bylaws required.
- The current model is not onerous to administer.

Cons:

• No additional support and resources provided.

Option 2 – Increase the Level of Resources

This option would increase the level of resources allocated to the Councillors, including a request for additional staffing in the Councillors' Office and/or increase to the CCRA to be used for additional support for Councillors should it be required.

Pros:

- Additional staffing, whether acquired in the Councillors' Office or through the CCRA can help with the Council members administrative duties (eg. Email and voicemail management).
- Enhanced constituent relations being better able to provide responses in a timelier manner.
- Increasing the CCRA has little administrative impact.

Cons:

- Increase to budget would be required.
- Additional staff to manage.
- Public perception of increased resources.
- Further reporting would be required.

Option 3 – Ward-Based Budget Model

This option would create a ward-based budget that would outline the allocation of funds specifically designated for Councillors respective ward offices and could include categories such as salaries for assistants, office expenses, communications, travel and training. The amounts would typically be split evenly for all wards. Each Member of Council would assume the responsibility for all employment aspects of their office,

including recruitment and hiring. For example, an assistant could be employed on a temporary (full- or part-time) contract basis, with an employment term tied to the term of office for the Member of Council.

It is important to note that coordination with the City is anticipated to be required, and this would not replace the existing Councillors' Assistant positions, rather supplement and work with them.

Pros:

Same as option 2 with the addition of:

• Provides flexibility to customize their team and office according to the individual Council member's requirements.

Cons:

Same as option 2 with the addition of:

- Lack of standardization/
- With each member overseeing their hiring processes, this may result in discrepancies in recruitment practices, qualifications, and performance standards. Less continuity of internal knowledge with possible member changes following an election, but this is offset by retention of internal Councillors' Assistant positions.
- Further reporting would be required.

FINANCIAL IMPLICATIONS

Depending on direction that may be provided, policy and budgetary implications may arise, to be further reported on and considered.

OTHER IMPLICATIONS

There are no privacy, legal, social, or environmental implications identified.

NEXT STEPS

Depending on the option chosen, future reporting would occur based on resourcing requirements, including potential hiring of an independent HR consultant for further review of a chosen option.

Report Approval

Written by: Shellie Bryant, Deputy City Clerk, Director of Legislative Services Reviewed and Approved by: Adam Tittemore, City Clerk

Admin Report - Saskatoon Municipal Review Commission - Council Resourcing Recommendations.docx

ISSUE

The Local Government Election Act, 2015 (LEGA) authorizes the Returning Officer to establish polling areas and places, establishment of advance polls and polling places in hospitals, personal care facilities and similar institutions and permits homebound voting.

BACKGROUND

Amendments to the LGEA and *The Local Government Election Regulations, 2015* (LGER) came into effect in January 2024. In accordance with the LGEA, a number of decisions related to the establishment of polls for the municipal election are required by the Returning Officer. This report is being presented for information to the Governance and Priorities Committee and the public for the following:

- Establishment of election day polls
- Locations and hours of advance polls and polling places located in hospitals and personal care facilities

CURRENT STATUS

For the upcoming election, ten advance poll locations, advance polls at post-secondary institutions and drive-thru voting have been established along with 68 polling locations for Election Day. At the time of drafting this report, polls at hospitals and personal care facilities have been established, and the Returning Officer will work with each personal care facility for a convenient voting time to host the poll between November 4 - 8, 2024.

The schedule for voting opportunities is provided below:

Advance Polls – November 1 to 4, 2024, between 12:00 p.m. to 8:00 p.m.

<u>Advance Post-Secondary</u> – November 4 – 8, 2024, between 10 a.m. to 5:00 p.m. Advance Personal Care Facility Polls – November 4 to 8, 2024, times to be coordinated

with each facility

<u>Homebound Voting</u> – November 4 to 9, 2024, as required (for homebound voting applications approved by the returning officer)

Advance Drive Through Poll – November 9, 2024, between 10:00 a.m. to 6:00 p.m.

Election Day Polls – November 13, 2024, between 8:00 a.m. to 8:00 p.m.

Hospital Polls – November 13, 2024, between 10:00 a.m. to 6:00 p.m.

DISCUSSION/ANALYSIS

To maintain consistency for voters, the 2024 polling stations have been established where possible at the same locations as prior elections.

Election Day Polls

Subsection 22(1) of the LGEA states that the Returning Officer shall divide the municipality into as many polling areas as considered necessary for the convenience of voters and name the polling place for each polling area so established. Attached is a map dividing the city into 68 polling areas, including one Public School Board poll at Whitecap Dakota First Nation that is being confirmed (Appendix 1). In addition, a list of polling places is also provided (Appendix 2). Election staff have visited locations to review the accessibility and suitability of these locations in order to provide accommodations where necessary.

A new polling station has been established for the Confederation Urban Centre Neighbourhood, due to its change from Ward 3 to Ward 2. Neighbourhoods which have seen uptake in population from 2020, like Brighton, now have a poll established within their boundaries, and Aspen Ridge has been separated from Evergreen.

In addition to the regular polls on Election Day, for the first time, two super-poll locations are also planned to be established at Market Mall and City Hall. These super-polls meet full accessibility standards and will accommodate voters from any ward to vote in their eligible ward and include provision of accessible voter-assist terminals (touchscreen, audio, paddles, and sip and puff) for voters with accessibility needs to select candidates. These polls will have ballots for all 10 wards and school division trustee elections.

Contingency Plan for Emergencies

Section 47.1 of the LGEA provides for emergency powers of the Returning Officer, if, in the opinion of the Returning Officer, an emergency exists that would cause a substantial number of voters who are entitled to vote at a polling place to be unable to vote, the Returning Officer may do one of more of the following:

- a) extend the hours during which a polling place is to be kept open;
- b) suspend voting at one or more polling places and postpone that voting to a date not more than 7 days after the day of the election;
- c) move the location of one or more polling places.

The 2020 Local Government Election was postponed due to a snowstorm. In order to have a contingency plan in place for the 2024 Local Government Election, all advance poll locations have been booked on November 18 should a similar situation occur. Should the Returning Officer take any action as listed above, required notice of any action and reasons for the action would be provided in accordance with the LGEA.

Advance Polls

Section 83 of the LGEA authorizes the Returning Officer to establish one or more advance polls for voters, set the days and hours of the polls and requires advance polls be open at least three days but not more than 15 days before the day of the election.

Ten advance polling stations have been established within each ward and the locations are listed in Appendix 3. In addition, an advance drive-through poll will be held at City Hall.

For the first time, the Returning Officer is working with each of the post-secondary institutions within the city to establish an advance poll within the week of November 4 - 8, 2024. The University of Saskatchewan has historically hosted an advanced poll and will have a poll stationed for two days – November 5 and 6, 2024. Other institutions will have a poll for one day each. These would be considered in addition to the 10 advance polling stations and are provided in Appendix 3.

Hospital, Personal Care Facility and Similar Institution Polls

Section 29 of the LGEA states that the Returning Officer may establish a polling place in a hospital, personal care facility or similar institution for a voter who is receiving care in that institution and also take the vote of a caregiver or any staff member of the institution who is a voter in the municipality or school division.

Through collaborative efforts with the Saskatchewan Health Authority, the City has always hosted a poll at the hospitals in the city and the Parkridge Centre. Polls will be established at each hospital and Parkridge Centre on Election Day, November 13, 2024 for voters who are receiving care (Appendix 4).

The LGEA defines personal care facility as a personal care home licensed pursuant to *The Personal Care Homes Act*, a special-care home designated pursuant to *The Provincial Health Authority Act*, a care facility licensed pursuant to *The Residential Services Act*, 2019 or an approved home as defined in *The Mental Health Services Act*, but only if the home or facility accommodates or cares for at least five individuals.

The following criteria was applied to institutions falling outside the definition of "personal care facility" but eligible as "similar institutions" under the legislation:

- A "special care home" as defined in the City's Zoning Bylaw means a nursing home, supervisory care home, sheltered care home or other facility used for the purpose of providing supervisory care, personal care and nursing care (does not need to be licenced by the Province.)
- A residential development associated with or connected to a Special Care Home or Residential Care Home where the facility provides for residents to age in place.

- Any institution previously approved as a polling place in previous Local Government Elections, as well as those developments previously defined in the Zoning Bylaw as "special needs housing for senior citizens".
- Any other institution where it can be reasonably demonstrated that occupants have limited mobility to attend a regular poll, are in need of personal services, supervision, or assistance essential for sustaining the activities of daily living.
- A suitable space to conduct a poll within the institution is available and the permission of the building manager or administrator has been obtained.

Polls are being arranged with personal care facilities or similar institutions that have 25 or more residents and have been confirmed at locations as listed in Appendix 4.

Residents at these facilities will be voting in the ward of the address of the facility, as that is their ordinary residence. Any caregiver or staff member who decides to vote at the special poll shall be voting for the ward in which they reside and not the address of the facility as if they were an ordinary resident of the facility.

Facilities with fewer than 25 residents are being provided the opportunity to register for group mail-in ballots, with arrangements for drop-off and pick-up provided by the election office in accordance with clause 29(1)(b) of the LGEA.

Election officials will continue to work with the personal care facilities and similar institutions to facilitate on-site polls and group mail-in ballots.

Homebound Voting

Section 30 of the LGEA authorizes the Returning Officer to provide for homebound voting any time between the first day of advance polling and the closing of polls on election day to take the vote:

- a) of a voter in the municipality or school division who is unable to attend at an established polling place to vote because he or she has a disability or limited mobility; and
- b) of a resident caregiver of the voter mentioned in clause (a) if the resident caregiver is also a voter in the municipality or school division.

Applications for homebound voting are required to be made to the Returning Officer beginning September 1, 2024, and ending at 5:00 p.m. on October 31, 2024. Upon determination that the application complies with the legislated requirements, the election team will notify the voters of a date and time for attending the home of the voter to capture their vote.

FINANCIAL IMPLICATIONS

All costs associated with facility rentals and staffing for polls are included within the Elections budget.

OTHER/ADDITIONAL IMPLICATIONS

There are no privacy, legal, social, or environmental implications identified.

NEXT STEPS

GIS Poll maps, the 'Where's My Poll?' Finder Tool, and communication plan will be updated to reflect polling places and advance polling locations.

A copy of this report will be provided to both the Public and Separate School Boards for information and the list of dates, polling locations, and times will be posted on the City's website.

APPENDICES

- 1. City polling area map
- 2. Election Day Polling Locations List
- 3. Advance Polls List
- 4. Hospital and Personal Care Facility and Similar Institution Polls Lists

Report Approval	
Written by:	Mary Lasby, Elections Office Coordinator
	Charles Ogbede, Elections and Appeals Manager
Reviewed and Approved by:	Shellie Bryant, Returning Officer

Admin Report - 2024 Local Government Elections – Establishment of Polls (Including Hospital, Personal Care Facilities and Similar Institutions Polls and Homebound Voting), Polling Places and Hours of Voting.docx



Ward	Poll ID	Facility	Address
1	101	École St Paul	1527 Alexandra Avenue
1	102	Carpenter's Church	1339 Avenue D North
1	103	•	16 Valens Drive
1	104	First Mennonite Church	418 Queen Street
1	105	Sutherland School	211 111th Street
1	106	École Forest Grove School	501 115th Street East
2	201	Caswell Community School	204 30th Street West
2	202	Westmount Community School	411 Avenue J North
2	203	New Apostolic Church	325 Camponi PI
2	204	W.P. Bate Community School	2515 18th Street West
2	205	St Mary's Wellness & Ed. Centre	327 Avenue N South
2	206	Royal Canadian Legion Branch 63	606 Spadina Cres. W
2	207	King George Community School	721 Avenue K South
2	208	St. Dominic School	3301 Dieppe Street
2	209	St. John School	1205 Avenue N South
3	301	Father Vachon School	3722 Centennial Drive
3	302	Bishop Roborecki School	24 Pearson Place
3	303	Lester B. Pearson School	3620 Centennial Drive
		Bethlehem Catholic High School (Shaw	
3	304	Centre)	110 Bowlt Crescent
3	305	St. Marguerite Catholic School	1235 McCormack Road
3	306	Fairhaven School	495 Forrester Road
4	401	St. Lorenzo Ruiz Catholic School	1023 Hampton Circle
4	402	École Dundonald School	162 Wedge Rd
4	403	Caroline Robins Community School	1410 Byers Crescent
4	404	Cosmo Civic Centre	3130 Laurier Dr
4	405	École St. Gerard School	205 Montreal Ave North
5	501	Rusty McDonald Library	225 Primrose Dr
5	502	École St. Mother Teresa School	738 Konihowski Rd
5	503	Brownell School	274 Russell Road
5	504	Silverwood Heights School	403 Silverwood Road
5	505	Lawson Heights School	430 Redberry Road
5	506	École River Heights School	60 Ravine Drive
6	601	City Hall - C'ttee Room E 🗟 ☆	222 3rd Ave N
6	602	Oskayak High School	919 Broadway Avenue
			101 Wiggins Avenue
6	603	Brunskill School	North
6	604	Nutana Collegiate	411 11th Street East
6	605	Redeemer Lutheran Church	812 Preston Ave. South

Election Day Polls – November 13, 2024, 8:00 a.m. to 8:00 p.m.

Ward	Poll ID	Facility	Address
6	606	Buena Vista School	1306 Lorne Avenue
6	607	St Philip School	1901 Haultain Ave
6	608	Holliston School	1511 Louise Avenue
6	609	Brevoort Park School	2809 Early Drive
7	701	St. Frances Cree Bilingual School	2141 McPherson Ave
7	702	Queen Elizabeth School	1905 Eastlake Avenue
7	703	Hugh Cairns School	2621 Cairns Avenue
7	704	John Lake School	2606 Broadway Avenue
7	705	Chief Whitecap School	812 Gordon Road
7	706	The Willows Golf & Country Club	382 Cartwright Street
		Whitecap Dakota First Nation* (To be	
7	707	confirmed)	Chief Whitecap Trail
8	801	Motion Fitness Brighton	153 Gibson Bend
8	802	École College Park School	3440 Harrington St
8	803	St. Augustine School	602 Boychuk Drive
8	804	Greystone Heights School	2721 Main St
8	805	Bishop Pocock School	227 Avondale Road
8	806	Lakewood Civic Centre	1635 McKercher Drive
8	807	Briarwood Community Centre	602 Briarwood Road
9	901	Market Mall 🔄 ☆	2325 Preston Ave S
9	902	Prince Philip School	1715 Drinkle Street
9	903	Pope John Paul II School	3035 Arlington Avenue
9	904	St. Bernard School	203 Whiteshore Crescent
9	905	Elim Church	419 Slimmon Road
9	906	Lakeridge School	305 Waterbury Road
9	907	St. Thérèse of Lisieux School	123 Olson Lane West
10	1001	St Nicholas School	530 Manek Road
10	1002	Sylvia Fedoruk School	628 Manek Road
10	1003	Willowgrove School	805 Stensrud Road
10	1004	Alice Turner Library	110 Nelson Road
10	1005	Dr. John G. Egnatoff School	225 Kenderdine Road
10	1006	Father Robinson Catholic School	530 Rogers Road

S - Accessible voter-assist terminals available (touchscreen, audio, paddles, sip-&-puff) ☆ – Super-Poll, open to all voters from any ward
* Whitecap Dakota First Nation Poll is for the Public School Board election only

Advance Poll by Location (including Post-secondary institutions)			
Location	Date	Time	
Saskatoon Field House Station 20 West Shaw Centre Cosmo Civic Centre Rusty Macdonald Library City Hall - Committee Room E Circle Drive Alliance Church Lakewood Civic Centre Market Mall Alice Turner Library	Friday, November 1 Saturday, November 2 Sunday, November 3 Monday, November 4	12:00 p.m. to 8:00 p.m.	
First Nations University of Canada (tentative)	Monday, November 4	10:00 a.m. to 5:00 p.m.	
University of Saskatchewan - Place Riel	Tuesday, November 5 Wednesday, November 6	- 10:00 a.m. to 5:00 p.m.	
Saskatchewan PolyTech	Thursday, November 7 10:00 a.m. to 5:00		
Saskatchewan Indian Institute of Technologies (tentative)	Friday, November 8	10:00 a.m. to 5:00 p.m.	
City Hall - Drive Through Poll	Saturday, November 9	10:00 a.m. to 6:00 p.m.	

S - Accessible voter-assist terminals available (touchscreen, audio, paddles, sip-&-puff)

Facility Name	Address	Time
Royal University Hospital	103 Hospital Dr	10:00 a.m. to 6:00 p.m.
Saskatoon City Hospital	701 Queen St	10:00 a.m. to 6:00 p.m.
St. Paul's Hospital	1702 20th St W	10:00 a.m. to 6:00 p.m.
Jim Pattison Children's Hospital	103 Hospital Dr	10:00 a.m. to 6:00 p.m.
Parkridge Centre - Saskatoon	110 Gropper Cres	10:00 a.m. to 6:00 p.m.

List of Election Day Hospital Polls – November 13, 2024

List of Advance Personal Care Facility and Similar Institution Polls

Ward	Facility Name	Address
1	Luther Heights / Intermediate Care Home 1802 Alexandra Ave	
1	Sutherland House 201 108th St West	
1	King Edward Place	530 25th St East
1	Villa Royale Residential Group	1809/1817 Edmonton Ave
1	Oliver Lodge	1405 Faulkner Cres
1	St. Joseph's Home	33 Valens Dr
1	Central Haven Special Care Home	1020 Avenue I North
2	McAskill Manor	2315 20th St West
2	Riversdale House	332 Avenue B South
2	Kiwanis Manor	125 Avenue B North
2	Saskatoon Convalescent Home	101 31st St West
4	Harry Landa Court	805 Avenue P North
4	Porteous Lodge	833 Avenue P North
5	Bethany Manor	110 La Ronge Rd
5	Primrose Chateau	310 Cree Cres
5	St. Angela Merici Residence	125 Cree Cres
6	Clinkskill Manor	115 19th St East
6	Shepherd Apartments	535 24th St East
6	McNaughton Place	302 6th Ave North
6	The Franklin	220 24th St East
6	The Palisades Retirement Residence	514 23 St East
6	Luther Riverside Terrace (Intermediate Care)	915 Saskatchewan Cres W
7	Aspira Stonebridge Crossing Retirement Living	102 Wellman Cres
7	Samaritan Place	375 Cornish Rd
7	Sunnyside Adventist Care Centre	2200 St Henry Ave
7	Trinity Manor at Stonebridge	331 Cornish Rd
7	Circle Drive Special Care Home	3055 Preston Ave South
8	Sherbrooke Community Centre	401 Acadia Drive
9	Scott/Forget Towers	2501/2503 Louise St
9	St. Volodymyr Villa	3102 Louise Pl
9	Ilarion Residence	2509 Louise St
9	Stensrud Lodge	2202 McEown Ave
9	Preston Special Care Home	2225 Preston Ave
9	Hyde Park View Personal Care Home	333 Slimmon Pl
9	Preston Park Retirement Residence I & II	114 / 118 Armistice Way
9	St. Ann's Senior Citizens' Village Corp	2910 Louise St
9	Columbian Manor & Village (2024)	2940 /3012 Louise St

2024 Local Government Election – Remuneration of Election Officials

ISSUE

The purpose of this report is to outline the remuneration for election officials for the 2024 Local Government Elections.

BACKGROUND

Section 52 of *The Local Government Election Act, 2015* authorizes City Council to set the remuneration to be paid to election officials acting with respect to an election. Bylaw No. 9370, *The Returning Officer Bylaw,* at paragraph 6(a) authorizes the City Clerk to set the remuneration and term of appointment of the returning officer and other election officials.

DISCUSSION/ANALYSIS

A review of the remuneration of election workers has been undertaken taking into consideration rates for Federal and Provincial Election workers as well as other cities in Saskatoon. Remuneration is based on a daily rate and calculated hourly, where necessary. Appendix 1 set out the rates of remuneration.

Costs associated with staffing are included with the election budget.

IMPLICATIONS

Rates as included within this report are budgeted within the 2024 election, which is cost shared with the Public and Separate School Boards, with City contributions being apportioned over the four-year election cycle.

NEXT STEPS

A comprehensive communication and recruitment strategy is being developed with the Communications department. Applications for election worker positions will be added to the city website.

A copy of this report will be provided to both the Public and Separate School Boards for information.

APPENDICES

1. Remuneration for Election Officials

Report Approval Written and Approved by: Adam Tittemore, City Clerk

Admin Report - 2024 Local Government Election – Remuneration of Election Officials.docx

Remuneration for position for Election Day and advance polls.	

Team	Position	Remuneration	Training
	Ward Supervisor	\$400 flat	Included
	Poll Supervisor	\$25/hr	\$100 flat
Election Day	Issuing DRO	\$20/hr	\$80 flat
	Receiving DRO	\$20/hr	\$80 flat
	Accessible DRO	\$20/hr	\$80 flat
	Poll Clerk	\$18/hr	\$60 flat
	Poll Supervisor	\$24/hr	\$100 flat
	Issuing DRO	\$20/hr	\$80 flat
Advance Poll*	Receiving DRO	\$20/hr	\$80 flat
	Accessible DRO	\$20/hr	\$80 flat
	Poll Clerk	\$18/hr	\$60 flat

*Advance Polls are for multiple days and have varying hours depending on the advance poll opportunity.