

# 2020

SERVICE • SAVINGS • SUSTAINABILITY





City of Saskatoon

**ASK US ABOUT:**  
The Property Tax Deferral Program for Low Income Senior Citizen Homeowners  
visit [saskatoon.ca](http://saskatoon.ca) for more information

**Welcome to City Hall**  
Proclaiming Acknowledging Treaty & Termination & the Homeland of the Métis

Service inquiries? We are pleased to assist you at [revenue@saskatoon.ca](mailto:revenue@saskatoon.ca) or call **306-975-2400**

Avoid lineups, make convenient online parking ticket payments & pet license purchases/renewals at [saskatoon.ca](http://saskatoon.ca)

**PAYMENT CENTRE**  
Make in-person payments/processing for:

- Animal Licenses
- Bylaw Tickets, all types
- Flex Parking Cards
- Green Carts
- Parking Tickets
- Property Taxes
- Transit Pass/Ride
- Utilities

\$ Cash, Cheque or Debit (no tap) | Credit Cards **not** accepted

**CUSTOMER SERVICE**  
Make in-person inquiries on:

- Parking Tickets
- Utility Bills
- Property Taxes
- Subsidized Spay & Neuter Program (approval/processing) **COMING SOON**

**COLLECTIONS**

- Make payments/or arrangements on overdue Utility Accounts
- Avoid lineups - contact us at [Revenue.Collections@saskatoon.ca](mailto:Revenue.Collections@saskatoon.ca) or 306-975-2405

**Open Monday - Friday 8:00am - 5:00pm**

**WELCOME TO CITY HALL TODAY**  
By Acknowledging Treaty & Termination & the Homeland of the Métis

**Let's keep each other safe**

- Stay home** if you're feeling unwell
- Wash your hands** frequently with soap and water for at least 20 seconds
- Wear a mask** (CNS) away from others
- Help us, help you.** Please stay safe and follow the guidance of our employees.
- Please do not place personal items on counters.**
- Drop off and pick up** items at the designated drop-off/pick-up area
- Property Tax payments** by cheque or cash are accepted at the City Hall Payment Centre. Please bring cash and follow the guidance of our employees.

Thank you for your patience and efforts to keep us all safe.  
[saskatoon.ca/COVID-19](http://saskatoon.ca/COVID-19) City of Saskatoon



# 2020. WORKING TOGETHER... APART

Despite the extraordinary circumstances and resulting challenges brought on by the global pandemic in 2020, City employees found innovative ways to improve service, increase savings and realize sustainability initiatives.

Following all directives from public health authorities, City teams worked hard to safely deliver essential core services residents rely on with as little disruption as possible. Amid the pandemic's backdrop, City employees demonstrated resilience and determination to also make progress on several major projects.

The **2020 Service, Savings and Sustainability Report** reflects the year that was COVID. From before the early days of the lockdown in March through to the months that followed, the City of Saskatoon maintained its high standard of service along with delivering value for tax dollars.

***2020 truly was a year of working together...apart.***



## CONTENTS

1	Introduction	8	Service Delivery	24	Awards & Recognition
2	Message from Mayor & City Council	12	Saskatoon Fire Department	25	Virtual Pride 2020
3	Message from the 2020 Executive Leadership Team	16	2020 Civic Election	26	Quality of Life
4	COVID-19: Working Together... Apart	18	Snow-Vember 2020	30	Environmental Sustainability
6	Civic Facilities and Operations	20	Kudos from Residents in 2020	36	Spotlight on FUSION
		22	Saskatoon Transit Highlights	39	Saskatoon Land
				40	Financial Responsibility



# MESSAGE FROM MAYOR & CITY COUNCIL

***“...better services to you as residents, saving valuable dollars and running the City more efficiently...”***

As a city we continue to strive to build a culture of shared leadership, problem solving, and to support staff in bringing their ideas forward to address the complex challenges we face.

This report exemplifies how City of Saskatoon employees find innovative ways of doing their work, find efficiencies, and go above and beyond for the people of Saskatoon. I'm so grateful that we have such a great team of leaders here at the City.

This past year included added obstacles as staff had to collaborate on work, while at the same time being physically apart as much of our staff worked from home. It has been an unprecedented year and we can all be extremely proud in having minimal service disruptions for services that residents rely on daily.

The City of Saskatoon has continued to make progress in finding savings and focusing on sustainability through initiatives like making the switch to LED streetlights and adding GPS to our city fleet. We found financial savings without sacrificing service by altering the street sweeping program. We remain committed to a sustainable future with new initiatives like the nationally recognized Green Infrastructure Strategy and the Official Community Plan.

We are also finding better ways to work with the community and solve problems together. The impact of COVID allowed our teams to engage residents in new and different ways. I hope that some methods can be incorporated going forward resulting in more thorough engagement and input from our community. Many of the innovations we are seeing are coming from this process of engaging community stakeholders. Many of our services to residents have been moving online, making it faster and easier for people to apply for permits, licenses, and more.

This all results in our teams providing better services to you as residents, saving valuable dollars and running the City more efficiently, and reducing our impact on the environment.

Even as we've come up against some of the biggest challenges our community will ever face, I know that our staff are willing to lead and to work to strengthen our community for the people that call this place home.

**Charlie Clark**  
Mayor



*Photo October 2018*

*From L to R: **Councillor Hilary Gough**, Ward 2; **Councillor Zach Jeffries**, Ward 10; **Councillor Sarina Gersher**, Ward 8; **Councillor Troy Davies**, Ward 4; **Councillor Bev Dubois**, Ward 9; **Mayor Charlie Clark**; **Councillor Mairin Loewen**, Ward 7; **Councillor Darren Hill**, Ward 1; **Councillor Cynthia Block**, Ward 6; **Councillor Ann Iwanchuk**, (Did not seek re-election) Ward 3; **Councillor Randy Donauer**, Ward 5. **Missing:** David Kirton, Ward 3 (effective November 2020)*



# MESSAGE FROM THE 2020 EXECUTIVE LEADERSHIP TEAM

*“...this report is a testament to the resilience, ingenuity and optimism of City employees.”*

2020 was an unprecedented year where we all had to quickly adapt to new ways of working. Although it was immensely challenging at times, I've never been so proud of the way City employees responded.

A global health pandemic, the planning and administering of a municipal election, a record-breaking blizzard and city-wide cleanup, and all the while preparing the groundwork to successfully launch Fusion, a major business transformation project planned to go live in 2021.

Due to COVID-19, new safety protocols were developed and implemented throughout the City. Further, we followed the province's direction that all employees who could work meaningfully and productively from home were to do so. Many had to learn new, collaborative technology and make use of new and improved channels of communication. Thanks to these efforts, City employees played an important part in our community in helping to reduce the spread of COVID-19.

It wasn't easy at first, but the experience we gained throughout 2020 made us more productive and purposeful in our work and encouraged us to explore creative ways to collaborate and thrive under flexible work arrangements. The many opportunities and learnings identified throughout the pandemic will not be forgotten and if anything will make us stronger and more resilient moving forward as an organization.

We would also like to highlight the coordinated and collaborative response to COVID-19, initiated and led by the City's Emergency Operations Centre (EOC). In supporting critical infrastructure partners, the EOC was essential to the City's success by expertly coordinating the City's response and providing service continuity, while adhering to Public Health Orders and guidelines.

With all the changes we've faced, it's no surprise the COVID-19 pandemic has had a profound effect on all of us. I'd like to extend my sincere thanks to all City employees for their ongoing dedication to their work in providing essential programs and services to the residents and businesses of Saskatoon while keeping everybody safe.

Despite all the challenges, the 2020 Service, Savings and Sustainability (SSS) Report features many highlights and stories of progress made on major projects, improved savings, service and sustainability, and appreciative kudos from Saskatoon residents – this report is a testament to the resilience, ingenuity and optimism of City employees.

On behalf of the Executive Leadership Team, I am proud to invite you to review this report.



From L to R: **Terry Schmidt**, General Manager, Transportation & Construction Department; **Celene Anger**, Chief Strategy & Transformation Officer; **Angela Gardiner**, General Manager, Utilities & Environment Department; **Morgan Hackl**, Fire Chief; **Joanne Sproule**, (Retired) City Clerk; **Jeff Jorgenson**, City Manager; **Lynne Lacroix**, General Manager, Community Services Department; **Mike Jordan**, Chief Public Policy and Government Relations Officer; **Cindy Yelland**, City Solicitor; **Kerry Tarasoff**, Chief Financial Officer; and **Sarah Cameron**, Chief Human Resources Officer.

**Jeff Jorgenson**  
City Manager



# WORKING TOGETHER... APART

## Staying Safe During the Pandemic

### IT Enables Work-from-Home

On March 25, 2020, in response to the COVID-19 pandemic and public health authorities directives, the City announced a work-from-home directive for employees. Enabling many employees to continue delivering essential services to residents while working from home was a tall order. The IT team rose to the challenge. Within a week, over 1,000 employees were securely linked to the City's network and working safely and productively from home. IT went the extra mile in providing training and support, while responding to a flood of questions and requests. The work-from-home directive showed it is possible for civic employees to work effectively from home, and the City has responded by forming a Work-From-Home Committee to offer this flexibility on a more permanent basis.

### The Pandemic Planning Committee

In early 2020, the City activated the Emergency Operations Centre to Level 2 and implemented an Incident Command Organizational structure. When COVID-19 proved to be a longer-term event, a cross-departmental Pandemic Planning Committee was formed to work on overall policy and procedures and to ensure decisions were coordinated, informed and led by the City's corporate values. The committee also developed a secure, dedicated COVID-19 Leadership site for information and documents sharing. The site makes it easier for civic leaders and managers to quickly find up-to-date and accurate information.

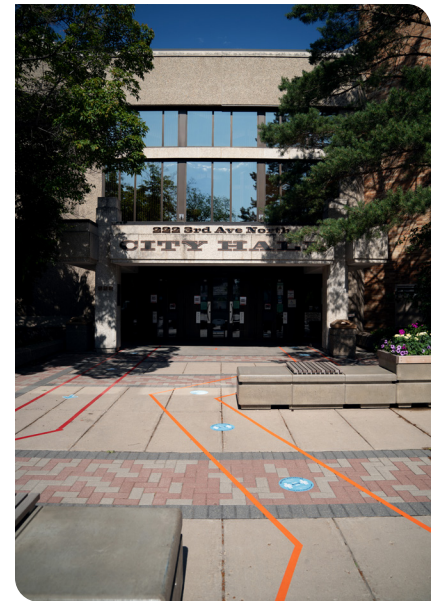
### Health & Safety Department Leads the Way

'People Matter' and 'Safety In All We Do' became the mantra for the Health & Safety (H&S) department in 2020. Early in the pandemic, H&S developed tools to help employees navigate new safety protocols, from proper use of masks to safe entry into private residences to deliver City services. The department also developed and promoted a Fit for Duty questionnaire that every employee was required to complete at the start of their shift. This early proactive work by H&S allowed other departments to do what they do best, which is provide uninterrupted services to residents.



### Public Participation Goes Virtual

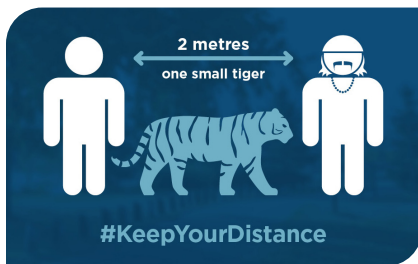
Public participation is vital to transparent, accessible municipal government. When COVID closed public access to City Hall, work began on a virtual engagement solution. Less than two months later, the City Clerk's office made it possible for any resident with a phone to virtually address Council and Committee meetings using web streaming and virtual meeting technologies.





## Physical Distancing Campaign

In the early days of the pandemic, the City launched a creative campaign to educate residents about physical distancing, especially while using Saskatoon's many outdoor parks and pathways. The campaign used the City's recognizable blue COVID-19 brand along with animated messaging to explain physical distancing and why it was important, all with the hashtag #keepyourdistanceye.



## Virtual Media Conferences

As pandemic restrictions continued, the City adopted a virtual media scrum with the Mayor and City Council, members of Administration, the Health Region and other community partners. Regular media briefings were also streamed to Facebook Live to allow residents to stay up to date on announcements.

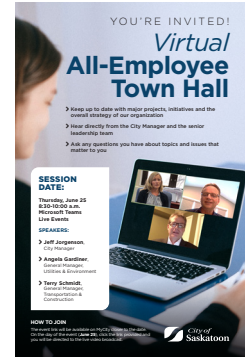
## Engaging Citizens Online

Public engagement is a critical part of the City's decision-making process. In addition to encouraging public feedback on its [saskatoon.ca/engage](https://saskatoon.ca/engage) website, the City conducted two online surveys. Data from the surveys provided insight on the challenges residents were facing and helped inform decisions on various civic services.

## All-Employee Town Halls Go Virtual

All-Employee Town Halls provide an opportunity for employees to hear directly from the senior leadership team about what's going on at the City. The pandemic made these town halls even more important as a venue for asking questions and sharing information. In response, the City organized a series of virtual Employee Town Halls from May to November.

In 2020, we hosted two virtual Employee Town Halls, with a combined total 1,379 attendees – this includes employees who attended live or watched the replays posted to MyCity.



Employee sentiment captured, and to be addressed for future Employee-Town Hall planning include:

- staff want to know where the City is headed regarding strategy, return to work, growth, workforce strategy
- appreciate candid honesty from our leaders
- like hearing about projects and departments
- feel heard when they can ask questions and receive information back in real time

## Transit Provides Essential Service

Saskatoon Transit never missed a day of service due to the pandemic. Transit worked closely with Occupational Health & Safety, the Emergency Operations Centre, stakeholder groups and Saskatchewan Health Authority to keep staff and riders updated on changing health and safety measures. A Transit Microsoft TEAMS website was launched for employees, while signage about physical distancing, hygiene practices and use of masks was placed at terminals, in 1,500 transit shelters and on 200 buses.



## Emergency Council Meetings

In the early days of the pandemic, City Council moved quickly to holding emergency virtual meetings daily or weekly to ensure timely response to rapidly evolving regulations and announcements from higher levels of government.

## COVID-19 Webpage

The City created a dedicated COVID-19 webpage in mid-March 2020 to share accurate, up-to-date information with the community. The webpage has been a reliable go-to source for residents seeking information on everything from how to protect yourself and family from COVID-19 to links to trusted health-related information and more.



# CIVIC FACILITIES AND OPERATIONS

## Support for Our Services, COVID-19 Response

Navigating the challenges of the pandemic was an ongoing commitment for our civic facilities and operations teams.

City employees held many roles in supporting essential services throughout the pandemic, enabling staff and visitors to use our facilities effectively and safely throughout the changing months of the pandemic. In a most challenging year, Facilities and Operations teams worked tirelessly to maintain services across City facilities.

Facilities Support services created detailed and flexible pandemic cleaning standards from industry best practices and had direct communication with the programming and client departments. These new cleaning standards outlined clear responsibilities for the custodial teams and individual employees. In addition, Facilities hired or redeployed over 80 new custodians to support extensive new service levels across the organization including many for essential services.

The custodial teams doubled at Saskatoon Police Service (SPS) to support the effective cleaning of all police cruisers and new pandemic service levels for safety in the SPS facility. Facilities also initiated and redeployed staff to support cleaning of transit buses at the bus mall, added staff at civic yards to address cleaning and generally increased cleaning across all facilities to service new pandemic standards.



New equipment, technology and training were implemented to reduce cleaning and disinfection times across all recreation centres to support programming. City teams were deeply committed to following all health and safety protocols of the public health authority throughout 2020.

Project Management activities across all facilities increased significantly during the pandemic. With some buildings shut down, Facilities Project Services doubled down by expediting multiple projects at City Hall, at Civic Square East (CSE) with the installation of new windows, roof, washrooms, Avenue P Administration, etc. Logistics for the windows at CSE alone would have been significant.





Project Services lead the initiative on contractor safety management by rolling out a contractor template within 24hrs to keep projects operational. Again, Facilities is proud to reflect there were no project delays because of COVID-19 restrictions. The success of the new template was then shared out across the City for other project teams.

To best support the safety of our staff and visitors, COVID-19 safety signage across facilities, parks, playgrounds, etc. included floor decals, sandwich boards, wayfinding signs, posters and more, these were almost all set up by Facilities Management.

Every day, our teams jumped in, stepped up and went over and above their regular work.



Throughout the pandemic, our custodial teams were essential to supporting operations and ensuring safety protocols were in place across all City facilities including Saskatoon Police Service, City Hall, City Yards, Transit, and all Leisure Centres and recreation facilities.

To say it was a team effort to pull together and keep everything operational in the most challenging year is an understatement. It's great to reflect that behind every facility and civic asset - there was a team of operations, maintenance and custodians - all professionals working together to ensure employees and visitors were able to use City facilities with minimal service disruption and with all safety precautions in place.



# SERVICE DELIVERY

## Improving Service to Residents

### A Big Thank You to Street Sweeping Super Fan

Young James LOVES watching Saskatoon's street sweeping crews come down his street. His enthusiasm gave us an idea for handling the spring street sweeping during the COVID lockdown. James and his mom worked on a script and recorded a special message to kids that was shared on social media. In response, we had lots of stay-at-home school kids reminding their parents to move their cars on street sweeping day. Thanks James!



### Speaking of Snow ...

The November 2020 winter storm was the largest single snowfall in recent memory. While neighbourhood snow removal is not part of standard City operations, this event was the exception. City-wide snow removal was essential to re-open the city. While residential clearing restored drivability, removal of large snow piles from neighbourhood streets helped prevent spring flooding.



### Meet the Snow Crew

The City took a light-hearted approach to promoting awareness of the City's ongoing winter operations, from road clearing to sanding and salting. The Snow Crew, made up of mostly post-secondary students, would be doing a bit of shovelling and salting at high-traffic areas, such as downtown over lunch, but their real job was to raise awareness. And the result? Road crews reported feeling extra love this year.

### Keeping Bike Lanes Clear

Dedicated bike lanes along 23<sup>rd</sup> Street are cleared quickly after a snow fall, sometimes before adjacent businesses have a chance to clear their sidewalks. This leads to sidewalk snow being pushed into cleared bike lanes, which means another trip for City crews. The City launched an information campaign to encourage businesses to clear their sidewalks earlier than the bylaw requires and businesses stepped up to help ensure snow cleared bike lanes.

### New Residential Lot Grading Resource

The City created a Residential Property Lot Grading Guidelines resource for homebuilders and homeowners to promote proper grading of residential lots. Accessible online, the new resource provides information on homeowner responsibilities, lot grading plans, lot styles, design elevations, landscaping, drainage swales, downspout locations and more.

### 24/7 Construction Updates

Every construction season, the City receives phone calls and emails from residents asking about street closures or service disruptions.

To provide 24/7 access to information, the City introduced an email subscription service to provides project updates on the longer term projects. Updates are emailed every two weeks.

**Thanks snow much for clearing your sidewalks.**

Best neighbours ever!

**SNOW  
CREWS  
AT WORK**



### Improved Safety for Back Lane Maintenance

Every year, City crews conduct regular maintenance on more than 400 km of back lanes. To make the work safer, new back lane maps were created to show SaskEnergy valve locations.

### Freeway Repairs Extend Road Life

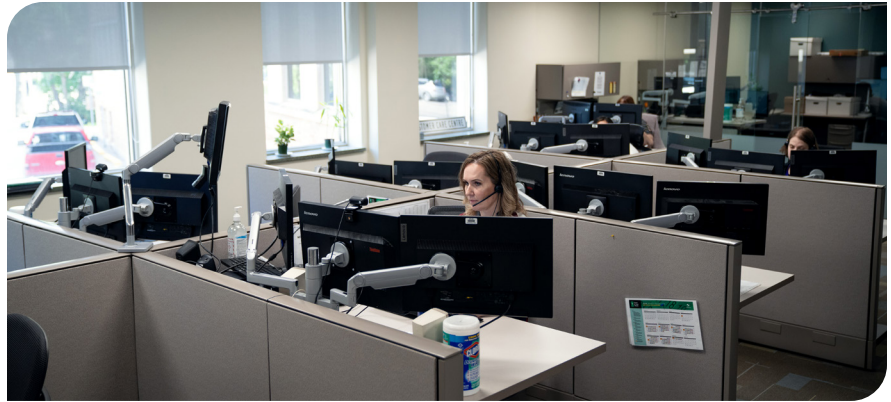
Several departments coordinated their efforts to spot repair two sections of freeway: Circle Drive westbound from Airport Drive to Laurier Drive and Idylwyld Drive southbound from Marquis Drive to Avenue C. Spot mill and fill treatments were used as a preventative measure to repair segregation and cracking and prevent the formation of potholes, extending road life while also creating a smoother ride.

### About Face at City Hall Reception

The former Information Desk in the lobby of City Hall was replaced with a kiosk staffed with a Customer Care Agent. The new kiosk was turned to face customers as they enter the building. This subtle but meaningful improvement created a better sight line and customer experience.

### City Implements Whistleblower Program

The City's core values clearly guide how employees conduct themselves in the workplace. To ensure these values have practical meaning, the City introduced a Whistleblower program to give employees an avenue to report suspected wrongdoing they don't feel comfortable reporting to a supervisor or manager.

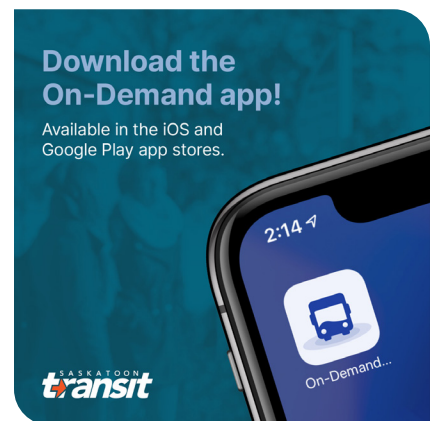


### Customer Care Centre Moves to City Hall

2020 saw Public Works Dispatch (a.k.a. 24/7 Customer Service Centre) rebrand as the Service Saskatoon Customer Care Centre. Staff moved from their long-time home in the John Deere Building to the mezzanine floor of City Hall, where they joined the rest of the Service Saskatoon team. The move streamlines real time information sharing and coordination, improving both internal and external service.

### On-Demand Transit Is Like Uber, for Buses

Saskatoon Transit implemented a pilot project for On-Demand Transit that lets riders use a mobile app to request a trip to and from any transit stop. After a successful test on several routes in 2020, the pilot project is to be expanded to several more routes in 2021.



### Thumbs Up for On-Demand Transit

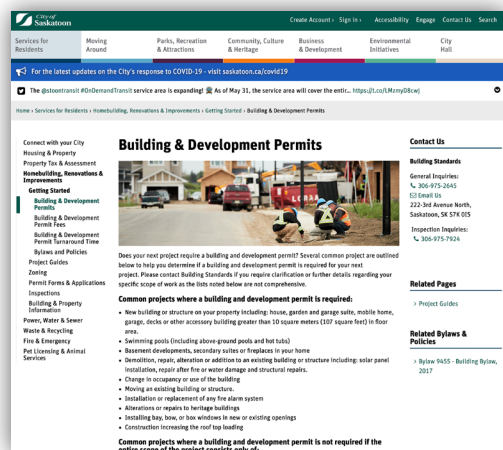
"Hi there, I just got off the on-demand bus and I am speechless and SO impressed! I immediately wrote this email. I hope you will consider expanding this service to all of the city because it would definitely boost ridership. This could be the lifesaver of transit in Saskatoon. As a disabled person, I would ride this service over and over!"

"I decided with this heat I would try the on-demand bus for my appt. today. It took me a bit to figure it out yesterday to book my ride, but finally got it set up. My bus arrived a bit early, but she said I had plenty of time. We went the usual route from my stop to where I always get off at City Hospital, minus the transfer. My driver was a sweetheart; kind, helpful and willing to explain how this thing works. I couldn't have asked for a better driver for my first time trying this out. I honestly hope they keep this going and include more of the city, especially would love this at night when it is so difficult for us seniors."

## Greater Efficiencies

### Building Standards Website Gets a Reno

The Building Standards website underwent a full-scale renovation to streamline processes, reduce wait times and enhance site navigation. The site has been divided into two distinct areas: one for Do-It-Yourselfers and one for industry professionals. Now every visitor can quickly access the information they need when they need it.



### Digital Signatures

With many staff working from home due to COVID, the City implemented digital signatures for executive offices. This allowed priority documents to be signed digitally, ensuring uninterrupted workflow while saving time and courier costs on having to transfer hard copy documents between offices.

### Updated Online Property Assessment Tool

The Assessment Office has a statutory mandate to assess all properties in Saskatoon once every four years. With a comprehensive assessment slated for 2021, the City updated its online Property Assessment & Tax Tool to allow more information on commercial properties, search for sales information on residential properties, search by property address or roll number and more. The updated tool was rolled out early in 2021.

### Delivering Better Accessibility and User Experience

The City moved its Saskatoon.ca and Transit.Saskatoon.ca websites to a hosted Microsoft Azure environment. The digital 'move' allows the City's IT team to make changes to the websites in a fraction of the time, with no outages or downtime. The result is a more accessible, more consistent website user experience.

### Real Time Video Plumbing and Building Inspections

Introduced in April 2020 to provide a safe alternative to in-person inspections, real time plumbing and building video inspections have improved customer service by allowing customers to choose the inspection option that works best for them. The initiative has the potential to realize ongoing savings for the City for specific types of inspections.



### Continuous Improvement via IT

The IT team converted 32-bit MS Access databases to 64-bit. This means City employees can continue using their old databases with Office 365 Access program. New approaches were also developed for employee authentication and security, email, files and folders access as well as the transition from Skype to TEAMS.

### Improving Interactions with Residents, Customer Service

A simple yet significant improvement—implementing a call menu on the City's administrative main office line. Having a call menu streamlines the contact process when residents call the City, helping improve interactions and customer service.







### City Yards Improvement Project

In 2020 work on the City Yards improvement project included electrical upgrades, building rehabilitation and upgrades, fire suppression and heat/smoke detection and improvements to site security.

### Metersense Upgrade

Metersense is a Meter Data Management (MDM) application that allows the City to remotely collect meter reads. It reduces dependence on in-person reads by remotely collecting reads several times a day. The data is primarily used for billing but is also valuable in troubleshooting and analyzing usage trends.

### Reducing Dust on Dirt Roads

Modifications to an existing City truck allowed road crews to apply dust suppressant on dirt roads rather than relying on contractors. In particular, crews achieved substantial improvements in dust suppression along Beef Research Road, a popular dirt road near residential neighbourhoods.

### New Durable Asphalt Mix for Potholes

In 2020, City road crews used about 2,000 tonnes of asphalt concrete to fill potholes. A new cold mix product performs better in wet conditions, meaning fewer return trips for crews and more time to repair other potholes, cracks and utility cuts.

### Sealing Treatment Extends Road Life

Overall road conditions are improving each year thanks to the dedicated road levy and increased investment in road rehabilitation. That means road crews can focus more time on preventative treatments, including crack sealing on approximately 17 km of streets in 2020. Crack sealing is a new treatment that uses rubberized product to fill small cracks before they become big issues.

# SASKATOON FIRE DEPARTMENT

## 2020 Highlights

### Improving Service, Beneficial Partnerships

Saskatoon Fire Department (SFD) partnered with Crocus Co-op for the 2020 city-wide back lane clean-up project in September; collecting over 100,000 lbs of junk and garbage in back lanes – helped continue to make Saskatoon a great place to live.

Saskatoon Fire also partnered with Cosmopolitan Industries' Work Program to provide equitable employment and promote an inclusive workplace reflective of our community.

### Enhanced Customer Interaction and Service

A new call menu for Saskatoon Fire Department's Administrative main office line was created to allow citizens to take advantage of a better-streamlined system offering improved interaction and customer service.



### Keeping Employees and Residents Safe

With the core values of *People Matter*, *Safety in All We Do*, and *Trust Makes us Stronger*, the health and safety of employees and residents remained the Emergency Coordination Centre (ECC) top priority. The ECC supported the City of Saskatoon as an organization, to continue all services allowable under the Public Health Orders. Rapidly changing pandemic developments were constantly assessed and response plans developed to ensure the safety and well-being of employees and residents.

The ECC worked under the direction of the Executive Leadership team to ensure service continuity, staff safety and public safety while using City of Saskatoon services. Some of the response plans included: implementation of the COVID-19 health and safety processes, ECC connect virtual meetings for managers and leadership teams, a vaccination clinic for City Staff, the Test Express on-site rapid testing for city staff, COVID-safety minutes and updates for all staff and the overall coordination of COVID-19 response for the City of Saskatoon.

The ECC was lead by Saskatoon EMO and included subject matter experts from Saskatoon Fire Department, Corporate Finance, Supply Chain Management, Organizational Strategy Execution, Communications and Public Engagement, Information Technology, HR Operations, HR Labour Relations, HR Health and Safety and Facilities Management.

### Fleet Mobile Data Integration

In 2020, 35 cell phones and 24 mobile data terminals were integrated into SFD's trucks to increase the efficiency and effectiveness of SFD's service. The devices provide real-time traffic data, accurate location information, and turn-by-turn navigation for the quickest response to incidents.

### Emergency Operations Centre (EOC) Activated for COVID-19:

During the City's 2020 COVID-19 Response, the Emergency Management Organization (EMO) initiated the Emergency Operations Centre (EOC). The EOC supported Critical Infrastructure Partners in a coordinated, collaborative response to COVID-19. Saskatoon EMO began meeting with critical infrastructure partners on January 28, 2020.

During the response to the pandemic, the EMO worked with over 75 critical infrastructure partners in Saskatoon and area. Most notably, Saskatoon Fire Department's ongoing partnership with the Saskatchewan Health Authority was essential to the City's response to COVID-19.



### Saskatoon Inter-Agency Response to COVID-19

The Saskatoon Inter-Agency Response (SIRC) included over 50 agencies in Saskatoon, primarily the non-governmental agencies that are experts in service provision to the vulnerable population. In addition, the Saskatchewan Health Authority provided subject matter expertise related to COVID-19. The City of Saskatoon supported the SIRC with staff resources throughout the pandemic.

Saskatoon Emergency Management Organization (EMO) supported the SIRC in implementing the Incident Command System (ICS) an event management command and control structure. This allowed for the integration of the 50 organizations into a coordinated structure.

In addition, during a significant outbreak at the Saskatoon Lighthouse, Saskatoon EMO was requested to provide Incident Command System expertise in coordinating the multiple agencies responding to this outbreak.

In 2020, the Saskatoon Inter-agency Response to COVID-19 (SIRC) was dedicated to meeting the needs of people who were especially vulnerable to the impacts of the COVID-19 pandemic due to entrenched housing and food insecurity.

The SIRC created a vulnerable sector strategy with six critical and interdependent components:

- **Hubs** – to assist homeless and precariously housed people so they can gain access to housing and other necessary supports
- **Hotels** – to provide immediate, temporary shelter for those who otherwise had no way to self-isolate when diagnosed with COVID-19.

- **Housing** – The Housing Group is developing the most efficient and effective process to identify vulnerable people in shelters, hotels, as well as those being released from Health or Justice systems, to move them immediately into furnished Housing Authority suites and identify wrap-around services needed.
- **Testing and Isolating** – to facilitate the early detection and isolation of COVID-19 in the most vulnerable in Saskatoon.
- **Harm Reduction** – working to mitigate the decreased access to community supports due to COVID-19.
- **Food** – to coordinate, monitor and report emergency food provision for the vulnerable population.



## SPECIAL AWARD

### First Responder Award for Inspirational Leadership

In October, Dori Krahn was honoured with the 2020 YWCA Women of Distinction “First Responder Award”. This award is given to women for their inspirational leadership and extraordinary contribution to the community. Dori is a reconciliation ambassador for the City and a driving force behind the *Remembering When* program.

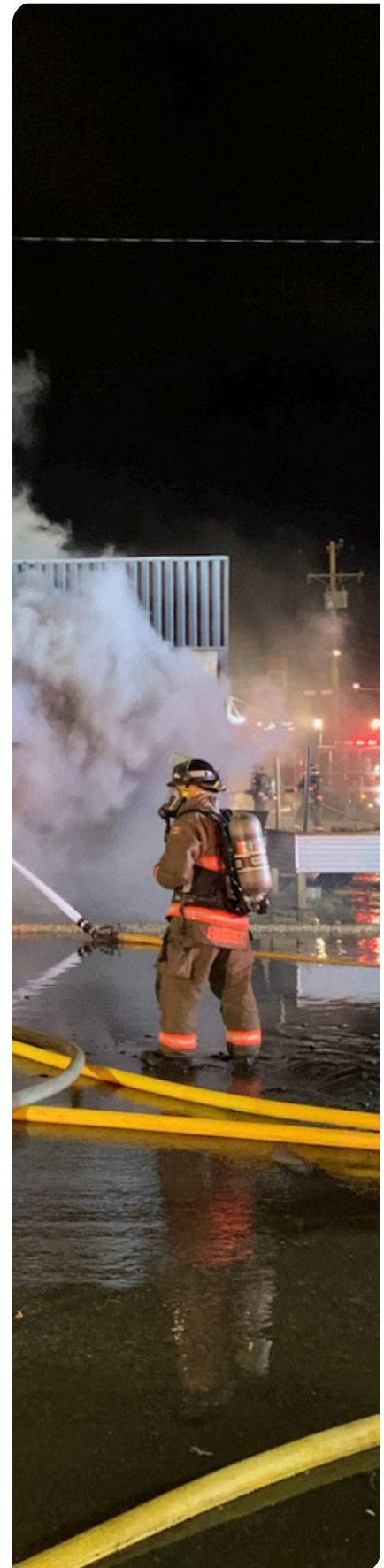
*Remembering When* is a National Fire Prevention Association designed program that uses nostalgia to promote eight fire safety and eight fall prevention messages through group presentations and home visits. The goal of the program is to help older adults eliminate fire and fall hazards in their environment so that they can stay in their homes as long as they would like. Through the program, older adults are also taught what to do in the event of a fire and how to get up off the floor if they have fallen and are not hurt.

### Total SFD Responses in 2020: 16,471

RESPONSES	2019	2020
Fire Suppression	3,552	3,634
Hazardous Materials	2,183	2,173
Technical Rescue	49	69
Extrication (Vehicle)	211	184
EMS	6,671	6,948
Public Hazards	170	158
Water & Ice Rescue	43	49
Public Assists	1,621	1,753
Other	1,529	1,503
<b>TOTAL</b>	<b>16,029</b>	<b>16,471</b>

### 2020 BY THE NUMBERS...

- **74,000+** Dispatch calls
- **7000** pieces of PPE ordered, inspected and fitted for staff
- **10,335** discarded needles collected
- **5,776** Fire Inspections
- **240** Fire Investigations
- **\$413 million** worth of property and infrastructure caught fire:
  - **\$8.0 million** lost as a result of fire
  - **98.06%** of property and infrastructure protected and saved





## SFD Kudos from Residents in 2020

"I just want to commend you on sending the fire safety package...out to all residents that live in [Hampton Village]. We do not smoke however, indeed there are many other ways for fires to start. The letter and brochures are a great reminder to review our house protocol for ourselves and with our children."

Hi! I am a twelve year old named Luke Thomson who just wants to thank you for all the work that you have done to make this city a better and safer place. So thank you for all the work you have done!

Thank you for everything you gentlemen and women do, I wouldn't of had my grandma and Mom as long as I did if it wasn't for brave and honorable people like yourselves.

My dad has fallen numerous times over the past decade. I greatly appreciate the Saskatoon Fire Department and everything you do to care for the public!

Good job. After seeing that fire, I went around and checked all of my smoke and CO detectors. Have one in each room. My ears were ringing for a bit afterwards. Note to self, wear earplugs.

What a great picture of amazing lifesavers, on and off the job. Thank you for all you do to keep us safe, modern-day heroes for sure. First responders often see the need for blood first-hand in their day-to-day duties. Thank you for being a dedicated partner and helping save even more lives through awareness & blood donations. Partnerships like this are truly an integral part of Canada's Lifeline.  
-CMS

Thankful to the dispatchers you are essential to the communities

I should add that Saskatoon Fire and Saskatoon Transit also deserve kudos. Fire evacuated the building and got everyone out safe. Transit provided shelter from the cold. Circumstances aside, this is how people take care of each other. More of this please.

I just want to give a huge shout out and say Thanks to the Saskatoon Fire Dept for keeping everyone safe during this difficult time. Thanks SFD.

A shout out to the truck that drove by our place this morning on Donald Street. My 6 year old was playing while I did the eaves. When she saw you coming she started waving and you responded with waves and flashing lights! Absolutely made our morning!!!

@SaskatoonFire Thank you so much for your very quick and amazing response to the fire on the 300 block of 10th and Main on Friday night. We could have easily lost our house if it was not for your fine organization.

Hi! Some of your fire fighters came to my house last night to free my dog who got his head stuck between the bars of his kennel. I know this is not what you guys usually do but I cannot thank you enough. Thanks to you Maestro is outside playing with his brother-dogs. Without your help he may have had a different ending. I cannot express to you my gratitude. Thank you from the bottom of my heart!

# 2020 CIVIC ELECTION

## Challenges Presented, Challenges Overcome



### City's First Drive-Thru Polling Station

Holding a civic election during a pandemic required adaptive thinking to meet both election and public health authority directives. One innovation was Saskatoon's first-ever, one-day drive-thru polling station, where more than 500 voters cast their ballot from the safety of their vehicle. With the success of the drive-thru poll it will be considered for future elections.

### Voting Postponed Due to Snow

The weekend before the civic polls opened a massive blizzard swept across Saskatchewan, dumping over 35 cm of snow on the city. Although polls opened on Monday, almost impassable road conditions severely restricted voter mobility. The City made the decision to postpone Election Day until Friday, November 13.

### Mail-In Ballot Instructions

**Vote For Your Candidate(s)**

- Remove the ballot from the package.
- The top of the ballot will tell you the number of candidates you are able to vote for.
- Fill in the oval to the left side of the candidate's name to make your choice. Use a blue or black ball point pen, not a pencil.
- Although the ballot shows "do not fold" - please go ahead and fold it.
- Place your folded ballot into Ballot Security Envelope A.

**Make Your Vote Safe & Secure**

- Place sealed Envelope A into Voter Confirmation Envelope B and seal Envelope B.
- Read, date and sign the certificate on the front of Voter Confirmation Envelope B. Be sure to sign on the line above Signature of Voter.
- Place sealed Envelope B into Envelope C. Seal Envelope C.

**Return your ballot by 8 p.m. November 9**

- Write your return address in the space provided on Envelope C, the postage-paid, self-addressed mailing envelope.
- If you receive your mail-in ballot package before November 2, mark your candidates and promptly send your ballot back in the mail using the postage-paid envelope provided.
- If you receive your mail-in ballot package on or after November 2, given the uncertainty of mailing times, plan to drop your mail-in ballot off in-person or have a designate drop it off for you at the election office (226 Cardinal Crescent) before 8 p.m. November 9. Additional drop off locations may be announced the week starting November 2.

**Election-Related Questions?**  
Visit [saskatoon.ca/vote2020](https://saskatoon.ca/vote2020), email [elections@saskatoon.ca](mailto:elections@saskatoon.ca) or call 306-657-8683(VOTE).

Mail-in ballots must be received at the civic election office before close of polls (8:00 pm) on Election Day, November 9, 2020. Any ballots received after 8:00 pm are considered spoiled and cannot be counted.



### Work the election. Get paid.

**Saskatoon's Civic Election is on November 9, 2020.**

We're hiring election workers (age 16+) to assist with various voting opportunities this fall. Positions range from \$16/hour to \$20/hour plus paid training.

### Welcome.

**Do you speak a language other than English?**

Our goal is to recruit workers who speak languages represented in Saskatoon's diverse community.

There are great reasons to get involved:

- Earn cash
- Build your résumé
- Get involved in your community

Apply before September 20 at [saskatoon.ca/electionjobs](https://saskatoon.ca/electionjobs) or call 306-657-VOTE (8683)

### atoskāta ōma nawasōnikēwin. kika-tipahamākawin.

**Saskatoon Civic Election 2020**

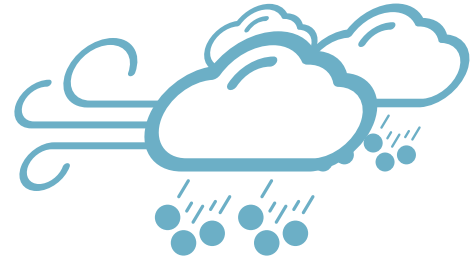
Apply today! [saskatoon.ca/electionjobs](https://saskatoon.ca/electionjobs)





# SNOW-VEMBER 2020

## By The Numbers!



**\$14 million**

Total Approximate Expenditure for the City: **\$14 million**

**\$2.0 million**

Total Spent on Neighbourhood Clearing: **\$2.0 million**

**\$4.8 million**

Total Spent on Neighbourhood Snow Removal: **\$4.8 million**

**15 crews**

Number of Crews Working During the Neighbourhood Clearing Phase: **15 crews** on average working **24/7 for the first 6 days**, then another round of daytime clearing over the next week

**17 crews**

Number of Crews Working During the Neighbourhood Snow Removal Phase: **17 crews** working **12 hours** during the day for **38 days**

**625 kms**

Approximate kms of Neighbourhood Streets Cleared and with Snow Removal: **625 kms** - - that's the distance to Calgary clearing/grading the road - - and then back to Saskatoon again removing all the snow!

**710 kms**

Approximate kms of Priority Streets Cleared with Snow Removal: **710 kms**







### Blizzards Are Always Challenging. This One Goes Down As One To Remember!

Record snowfall in a short amount of time, a planned civic election, City staff working remotely, snow crews/contractors/inspectors all having to follow COVID-19 safety precautions with physical distancing...this intersection of factors made for well, a few challenges! The November 2020 snowstorm was conquered with dedicated teamwork, and working together, yet apart!

Saskatoon received a **cumulative snowfall of 53 cm** in the first 20 days of November – with approximately 38 cm of snow falling on November 7-8 and the remaining amount falling the week after. The previous full November snowfall record was 57.4 cm in the 1940s.



### We Cleared the Snow. We Removed the Snow. How Much? Here's the Facts.

- The November 2020 blizzard was the largest single snowfall in recent memory. While neighbourhood snow removal is not part of standard City operations, this event was an exception the City committed to. City-wide snow removal was essential to re-open the city.
- The blizzard left large, impassable snow piles on neighbourhood streets. Removing the snow from Neighbourhood Streets helped restore drivability, increase parking availability, and return visibility and street safety for residents. Investing in this work also greatly reduced the risk for spring rutting and flooding.
- City crews worked around the clock with numerous contractors and moved **90,000 tandem loads of snow** from Priority Streets and Neighbourhood Streets to snow storage facilities. The previous record for City crews taking snow to the snow storage facilities was 33,000 tandem loads in 2012!
- Approximate Volume of Snow Added to the Snow Storage Facilities as a result of the November Storm: **1,600,000m<sup>3</sup>**



## Kudos from Residents in 2020



### ***Parks Make Physical Distancing Bearable***

"Thank you @cityofsaskatoon for your prompt response in getting the overflowing garbage cans taken care of in our park. And thank you so much for keeping our parks beautiful. Physical distancing isn't so bad when you have this view."

### ***Four-footed Fans***

"Big shout out to @cityofsaskatoon garbage collectors for giving my palliative doggo something to look forward to each week! Seriously, tho, seeing him get excited about the trucks is pretty much the highlight of my week in quarantine."

### ***Looking After Essential Services***

"Huge shout out to the fabulous crew that fixed my sewer issues this week! ... the guys were great—they were nice, answered my (numerous) questions, were very intentional about ensuring the problem was completely resolved and did a great job cleaning everything up afterwards. I'm incredibly thankful that everything is fixed and that they made the last couple of days interesting and kinda fun."

### ***Helping Kids Have Fun ... Apart***

"Shout out to the three young gals working the Buena Vista paddling pool. Playing games with the kids but keeping everyone counted and distanced. Nice to see. #yxe"

### ***Skating on Great Ice***

"Thank you to the City of Saskatoon Ice Maintenance staff—the lines are in and the ice is being built up with thin layers of water. When you return, you will be impressed with the clean walls, white ice and new lighting!" – Skate Saskatoon

### ***Street Sweeping Excitement***

"My kids were over the moon when the street sweeping crew came by our house. They were especially excited when the female operator waved enthusiastically at us, and when the semi truck operator tooted the horn. What a thrill! Please send on my thanks—the little extras made it an experience to remember."

### ***Big Trucks, Small Fans***

"A day late but a thank you to the residential waste driver in Evergreen yesterday who stopped and gave my boys a big wave and an even bigger smile as they watched the truck in awe!"

### ***Digging Out from the 2020 Blizzard***

"Stay safe, stay home and thank you to City of Saskatoon crews, police, fire and emergency responders for all that you're doing."

"Thank you sooo much to the snow clearing crews that did an impeccable job clearing the road, parking area and amazing meridian clearing on 33rd Street in Kensington! Cleared nice and flat. It is very impressive and appreciated, the detail of work done. Wow!! Thank you, thank you. Big shout out to everyone who was involved."



**Community Joins Tree Planting**

"Another great tree planting event with @treecanada and @cityofsaskatoon Parks. Our team planted 62 trees at Woodlawn Cemetery. A very special place in the heart of #yxe!"

**New Public Art Installation**

"These are amazing! Happy thoughts when I see these. Thank you."

**Show of Appreciation**

"Finn was so excited to see the huge grader on 26th Street in Caswell. He wanted to give the driver a picture, but by the time he finished it they were gone. Maybe @cityofsaskatoon can pass it along. Things like this are a pretty big deal these days."

**Stop and Smell the Flowers**

"Whoever designs the flowerpots, flower areas in parts, etc. during the summer does an excellent job!"

**When the Going Gets Tough ...**

"Thank you to everyone who has been working outside during these crazy cold temperatures! We appreciate it!"

**Thanks for the Smiles**

"Hey guys, just wanted to say, your pictures you post telling people to stay clear of snow removal trucks and yellow snow ... they are golden! So funny! Most of your posts are super witty and it makes me smile. So good on you guys for doing that. Glad we have a good team behind the scenes doing good things. Keep up the great work!"

**Snow Crew Gets Noticed**

"Did you see @cityofsaskatoon out spreading snowy kindness today? They hopped the curb from road to sidewalk to chat with residents about snow—cuz there's plenty of it!"

**Rockstar Road Graders**

"I have to say ... whoever's been grading my street this winter is a ROCKSTAR! He's leaving lots of room at the driveways, and also leaving lots of space for on-street parking."

**#winterbiketoworkday**

"Happy winter bike to workday! I got to three commuter stations and got some treats. Hot wort from @9MileLegacy was definitely the most interesting. Thanks to @cityofsaskatoon for a cinnamon bun and the #ecoquest kids for a cookie."

**Experimenting with Solar Energy**

"Students experimenting with solar energy at St. Matthews school today in #Saskatoon. Thanks to the @cityofsaskatoobn for supporting our #STEM #energy workshops for #YXE students @GSCSNews"

**Customer Care Gets It Done**

"Thanks to Customer Care for arranging the laneway fix on 700 block of 8th and 9th Avenues. Also, to the great crew who completed the task. Now my back yard will not flood. Most appreciated."

# SASKATOON TRANSIT HIGHLIGHTS

## 2020 BY THE NUMBERS

Saskatoon Transit is a public transit provider wholly owned and operated by the City of Saskatoon, with an annual budget of \$51.2 million, assets valued at approximately \$200 million and over 400 employees. Saskatoon Transit is a significant example of an essential service the City of Saskatoon provides to citizens.

## 4.6M RIDES

PER YEAR using electronic ridership on fixed-route Transit  
approximately 7M using formula-based ridership



NEARLY **700,000** rides per month

**1,500**

bus stops

**276**  
km of streets

**41**  
routes

**6**  
terminals



**REFURBISHED 10 BUSES**

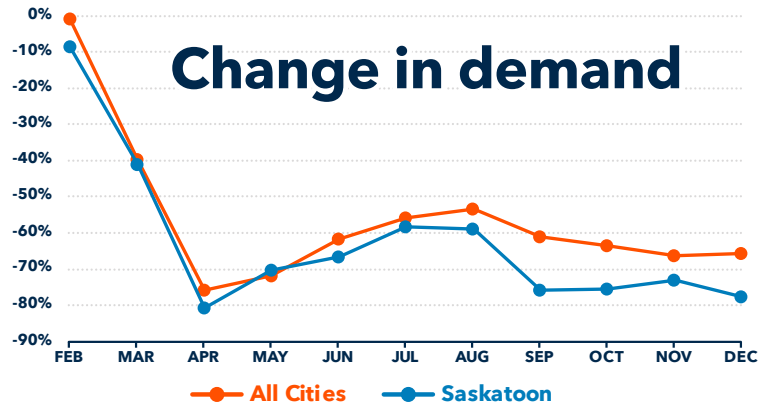
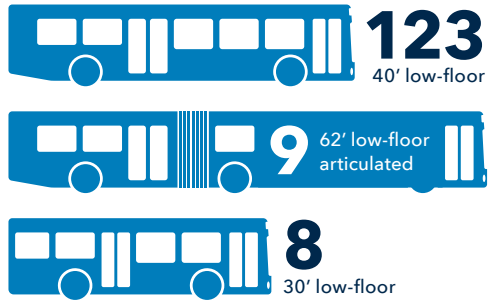
**\$51.7M** Operating Budget

Fixed-Route Access

**\$45.6M**

**\$6.1M**

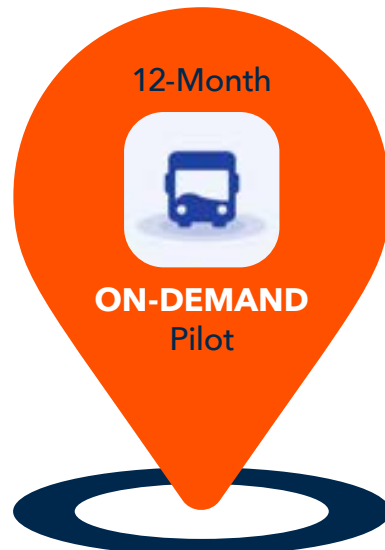
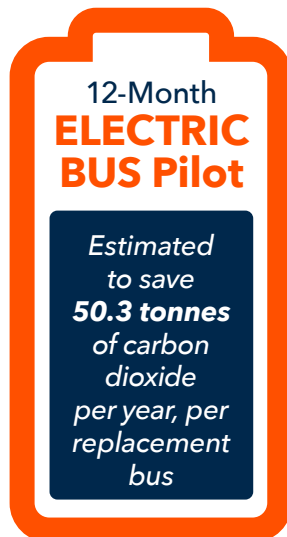
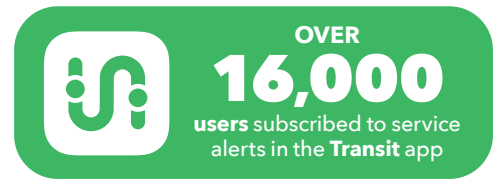




**417** employees

**239 OPERATORS**

**88** BUSES ON THE ROAD DURING PEAK HOURS  
(DOWN FROM 102 PRE-COVID)



Concluded bargaining with **ATU Local 615** in **3 days!**

**79** commendations

# AWARDS & RECOGNITION

## How Others See the City



### One of Canada's Best Diversity Employers

The City of Saskatoon was named one of Canada's Best Diversity Employers for the 9<sup>th</sup> consecutive year. The honour recognizes the City's ongoing commitment to workplace diversity and inclusiveness programs.



### One of Saskatchewan's Top Employers

Also for the 9<sup>th</sup> consecutive year, the City was named one of Saskatchewan's Top Employers. The annual list recognizes employers who lead their industries in offering exceptional places to work.

### 'AAA'/Stable Credit Rating

Even with the economic impact of the COVID-19 pandemic, the City's 'AAA'/Stable credit rating was reaffirmed by S&P Global Ratings (Standard and Poors). The City has earned S&P's highest credit rating every year for more than a decade.



### *Permitting Moves Mountains*

"The City of Saskatoon has moved mountains in the permitting department recently and I felt the need to highlight this as they have not gotten the credit they deserve. Many know our City has the fastest residential permit turnaround times in the country. There was a short blip during this pandemic when turnaround times were increasing quickly and became a significant concern to our sector. When it became obvious that the construction activity on the horizon was not going to decrease but rather increase and we highlighted our concern, we saw the permit team doubling down. They moved mountains and brought service standards back to "pre-pandemic normal" in a matter of days." - Saskatoon & Region Home Builders' Association.





# VIRTUAL PRIDE 2020

**Be Strong. Be Proud. Be You**

## Celebrating a Virtual Pride

In June 2020, the City of Saskatoon once again joined the local community to celebrate Pride Month and the value of diversity and inclusion with friends, family and colleagues. The week included virtual events that connected and celebrated the 2SLGBTQ+ community, including black, Indigenous, and people of colour, families, and allies while following public health guidelines.

The City was proud to participate in the first-ever virtual Saskatoon Pride Parade on June 20, 2020. With the Pride theme “**Be Strong. Be Proud. Be You!**”, the City’s video submission featured a welcome message from City Manager Jeff Jorgenson. City employees from all across the organization also participated by sending in their Pride-filled photos.





# QUALITY OF LIFE

## Reconciliation & Inclusion

As a founding member of Reconciliation Saskatoon, the City of Saskatoon is committed to the Truth and Reconciliation Committee's (TRC) Calls to Action. In a simple yet profound display of putting words into action, City Council unanimously backed an initiative to install Treaty 6 and Métis flags in Council Chambers as well as in other City-owned and operated facilities.

### Awareness Training

City Council continued to prioritize reconciliation, inclusion and diversity and to pursue partnerships between Indigenous and non-Indigenous communities. Our commitment to Indigenous Awareness training for employees was well-received, along with a Truth and Reconciliation Resource Kit. Several other training initiatives helped improve employee understanding of diversity and inclusion, including cultural bridging, invisible disabilities and inclusive practices for 2SLGBTQ+ identities.

### Kanātan Nipīy (the Water Is Clean/Clean Water)

The City of Saskatoon joined with the Gabriel Dumont Institute, Radius Community Centre, Saskatchewan Polytechnic and Saskatoon Tribal Council to coordinate the *kanātan nipīy* (the water is clean/clean water) program. The program gives Indigenous

people an opportunity to build essential skills for employment at water treatment and distribution facilities (such as the City's Water and Waste Operations). Only in its second year, the training program has already resulted in related employment for several graduates.

**kanātan nipīy**  
(the water is clean/clean water)

## Water Distribution & Collection Training Course

**EMPLOYMENT OPPORTUNITIES:**

City of Saskatoon (or other municipalities)	Industrial plants	Provincial & federal government agencies
First Nations communities	Engineering firms	Parks
Mining, oil & gas industry	Contractors	Private utility companies

**STREAM 1:**  
 > Begins Mar. 1, 2021  
 > Radius YXE Works  
 Training (4 weeks)  
 > Water Distribution  
 & Collection Training  
 (4 weeks)  
 > Ages 18-29

**STREAM 2:**  
 > Begins Mar. 29, 2021  
 > Water Distribution  
 & Collection Training  
 (4 weeks)

**ADMISSION REQUIREMENTS:**  
 > Grade 12 or GED  
 > Class 5 Saskatchewan Driver's Licence  
 > Driver Abstract (within the last 3 months)  
 > Resumé (includes 3 references)  
 > Must be Indigenous

**APPLY AT:**  
 Email applications (cover letter, resumé, scanned  
 driver's abstract and transcript) to:  
[kanatannipiyproject@gmail.com](mailto:kanatannipiyproject@gmail.com)  
 c/o Dorothy Hyde - Radius Community Centre  
 (306) 665-0362

The Water Distribution & Collection Training Course is being delivered by Saskatchewan Polytechnic and Radius Community Centre in partnership with the Saskatoon Tribal Council, Gabriel Dumont Institute, and City of Saskatoon.

**Logos:** Saskatchewan Polytechnic, Radius, Gabriel Dumont Institute, 40th Anniversary, City of Saskatoon

***"The kanātan nipīy program is an important pathway to knowledge and employment, and I am very pleased that the City of Saskatoon is part of it. Our futures are bound together, in our city and in Indigenous communities across Saskatchewan." - Charlie Clark, Mayor***

### Be an Ally

Immigration Partnership Saskatoon is a community collective led by the City's Recreation and Community Development Division launched its "Be An Ally" campaign. The goal is to increase awareness of the benefits of newcomers to Saskatoon and to build support for newcomers as an integral part of an inclusive, diverse workforce and a welcoming community. The message is simple: we all have a part to play every day to make things better for newcomers.



### Orange Shirt Day!

Orange Shirt Day is a day to mark the healing journey of residential school survivors and their families and to renew the commitment to the ongoing process of reconciliation. The September 30 date was chosen because it's the time of year when children were taken from their homes to residential schools. There was no in-person event in 2020, so City employees were encouraged to wear an orange shirt on the day and/or accept the Reconciliation Challenge.



### Supporting Elders Throughout the Pandemic

In 2020 the Indigenous Initiatives Division worked closely with Saskatoon Survivors Circle to address the needs of vulnerable elderly people during the COVID-19 pandemic.

One initiative funded by the Saskatoon Community Foundation provided iPads to Survivors members so they could FaceTime each other while maintaining physical distancing. The remaining funds were donated to the CHEP Good Food Box Pay it Forward Program, which used the money to provide 42 Good Food Boxes to vulnerable seniors.



## Living in HARMONY AWARDS

**I AM THE BRIDGE TO ENDING RACISM**

### Living in Harmony

The annual Living in Harmony Awards are part of the City's commitment to foster an inclusive community where diversity is welcomed and valued. The awards recognize outstanding achievements that contribute to the elimination of racial discrimination.

2020 recipients announced in March during Cultural Diversity and Race Relations Month included Grades 4-6 students at St. Matthew School (best elementary submission), Grade 9 students at St. Frances Nēhiyaw Bilingual School (best high school submission), Grade 4-6 students at Ernest Lindner School (best video submission), Grade 8 student Ariha Imtiaz at Ernest Lindner School (overall poster winner) and Dr. Sheelah McLean (community recognition award).



### Wîcihitowin Conference Goes Virtual

Approximately 600 people came together virtually for the first online land-based Wîcihitowin (wee-chee-HEE'-toe-win) Indigenous Engagement Conference, October 7 and 8. Offered online at no cost, the virtual conference attracted participants from Canada, United States, Finland, Norway and Nigeria. The conference theme, "Through the Fire," comes from Indigenous natural law, which teaches that fire is the giver of new life when balance to mother earth is restored.

## Building Partnerships



### Looking Out for Vulnerable Populations

The Saskatoon Inter-Agency Response to COVID-19 is a group of over 50 agencies populated by reallocated staff from frontline community and government agencies, including City employees from Community Services, Saskatoon EMO, Saskatoon Fire and Communications and Public Engagement. The focus was meeting the needs of vulnerable populations dealing with housing insecurity, food insecurity, access to testing and more. Once response systems and services were put in place, the Inter-agency Response moved to maintenance mode with a small complement of helpers offering core supports.

### Transit Generates Ridership Data

Saskatoon Transit partnered with the University of Saskatchewan to use the Go-Pass to generate ridership data. The goal was to develop a resident-facing user interface that reports transit ridership data to commuters.



### City Participates in National Pilot Project

In 2020, the City participated in the nation-wide Data for Canadian Cities Pilot Project. The project gathers high-quality data, to inform future decision-making, improve civic services and enhance quality of life.

The project was supported by the Federal Ministry of Infrastructure and Communities and implemented by the World Council on City Data.



### City-University Applied Research Partnership

Four applied research projects are moving forward thanks to Research Junction, an innovative partnership between the City and University of Saskatchewan. The partnership gives researchers access to City resources, data and expertise, while providing City staff with analysis and data to inform decision-making.

Projects include public safety in downtown saskatoon, slope failures along the east riverbank, strategic allocation of business tax incentives and integrating renewable energy through microgrids.



## New Good Neighbour Guide Welcomed

The Good Neighbour Guide released in 2020 provides an overview of the City's bylaws, standards and best practices to encourage residents to do their part to keep Saskatoon a safe and welcoming place for all.



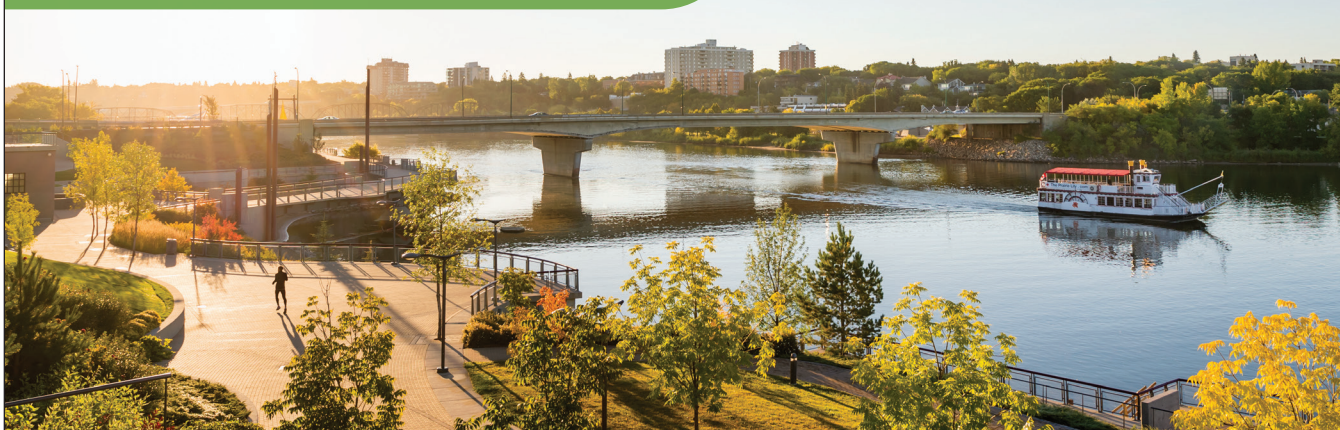
References to your "Aunt Edith's prized ceramic unicorn" might even garner a laugh while providing a lighthearted approach to public education. The online, print-friendly document can be found at [saskatoon.ca/goodneighbour](https://saskatoon.ca/goodneighbour).



# ENVIRONMENTAL SUSTAINABILITY

Saskatoon's Green Infrastructure Strategy:

## Towards an Interconnected Green Network



February 2020

### New Green Infrastructure Strategy

Council approved implementation of the new Green Infrastructure Strategy (GIS) in 2020. The GIS outlines actions the City and community can take to create a Green Network that provides sustainable habitat for people and nature. Among the first priorities are developing educational material and increasing collaboration with Meewasin, the University of Saskatchewan, school divisions and other stakeholders.

### Sustainable Saskatoon is now on MyCity

City employees seeking more information about the City's strategies and actions related to sustainability and environmental protection, will find it on the MyCity Intranet site. Website visitors can request services, review data and reports, and learn how to be more sustainable at work. The site also highlights sustainable achievements at the City and around Saskatoon.

### P4G Natural Area Screening

To help protect environmentally sensitive areas, a Natural Area Screening was completed by Saskatoon-North Partnership for Growth (P4G), which includes Saskatoon, RM of Corman Park, Martensville, Osler and Warman. The screening identified over 7,000 wetlands and water bodies, 51 plant and animal species of concern, environmentally significant and managed lands, heritage sites and archaeological sites along Opimihaw Creek.

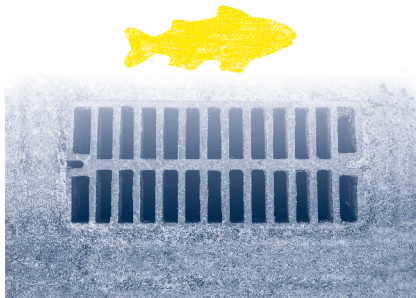


### Student Action for a Sustainable Future

In 2020, Student Action for a Sustainable Future (SASF) supported 12 teachers in delivering classroom programs on sustainability to 320 students in Grades 4 to 8. Topics included energy conservation, waste, water, food, biodiversity and transportation. SASF partners include the City, Saskatoon Public Schools, Greater Saskatoon Catholic Schools, Saskatchewan Environmental Society, Sustainability Education Research Institute, and Saskatoon Light and Power.

### Yellow Fish Road™ Program

The City continued to support Partners for the Saskatchewan River Basin and Meewasin Valley Authority in delivering Yellow Fish Road™. As part of the program, storm drains are marked with a yellow fish symbol to remind residents that what goes into the storm sewer goes untreated into the Saskatchewan River. In 2020, the program was delivered virtually to seven schools and 165 students and teachers. Yellow fish were painted on 131 storm drains in three neighbourhoods.



### Natural Capital Asset Valuation

To inform planning for future urban development and climate change adaptation, a Natural Capital Asset Valuation pilot project was completed to assign measurable value to natural assets. The project generated an inventory of local natural assets, identified the specific ecosystem services they provide and assigned financial value to those services. The project estimated the total ecosystem service value of the City's natural assets at over \$48.2 million per year. City-wide wetlands, grasslands and forest store an estimated 1.5 million tonnes of CO<sub>2</sub>e in their soil and biomass.

### Compost Depots Open with a Bang

When the City's two compost depots opened to residents and commercial haulers in the spring, vehicles lineups extended to the highway. Nearly 21,000 vehicle visits were recorded in May, with residents picking up 2,100 cubic yards of finished compost and 620 cubic yards of mulch.



### Sustainability Reserve Funds New Initiative

The Environmental Sustainability Reserve was created in 2020 to provide a source of funding for initiatives that mitigate emissions, improve resiliency and preparedness to climate change and improve environmental sustainability. Projects chosen for funding best demonstrate Triple Bottom Line benefits, leverage third-party funding, conserve resources and support sustainability criteria. The Home Energy Loan Program (HELP) was the first project chosen for funding.

## Replacing LED Fixtures in Street Lights

Beginning in fall 2020, Saskatoon Light & Power began replacing more than 17,000 street light fixtures with LED technology in residential neighbourhoods, commercial areas and along major streets. By December, 80% of fixtures had been swapped out. In addition to added sustainability, cost savings are estimated at \$849,000 a year once all fixtures are replaced. The \$6.12 million project is funded by the federal government's Low Carbon Economy Fund and a green loan.

## Electric Bus Charges Into Service

Saskatoon Transit and Saskatchewan Research Council have been exploring the use of electric buses in Saskatoon. The next step is leasing an electric bus and monitoring power consumption, maintenance costs, down time and customer feedback on several routes through an entire seasonal cycle. Initial estimates indicate that by replacing a diesel bus with an electric bus will remove 50.3 tonne of CO<sub>2</sub> production from the Transit fleet.

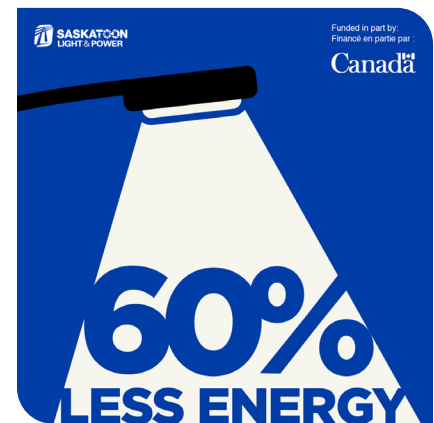


## Analyzing Saskatoon's Water-related Emissions

Saskatoon Water embarked on an Energy Management Project to analyze and audit energy data and effectively manage the water system's energy use. Since water-related emissions make up a third of the City's total corporate GHG emissions, the project is identifying reductions in water-related emissions from water conservation, increased energy efficiency and transitioning to low-emission renewable energy. The project is supported by funding from Natural Resources Canada.

## Introducing Telematics to City Fleet

The City is now using telematics to monitor, manage and make informed decisions on its corporate fleet of more than 800 vehicle/heavy equipment. Telematics uses GPS data and vehicle diagnostics to identify trends in fuel usage, idling and operating behaviours. The goal is to identify ways to save money, reduce emissions and improve safety. Real time fleet data will also allow the City to keep residents informed about snow plowing and waste collection.



### Night Lights

"Thank you to the City of Saskatoon for replacing the streetlights with LED lights. The street is so bright now at night."

## Environmental Grant Leverages Eco-Benefits

The City's Environmental Grant program awarded \$44,000 to 15 local non-profit organizations to support initiatives related to active transportation, green infrastructure, waste diversion, renewable energy, water quality and wildlife rehabilitation. Funding allocated through the 2020 Environmental Grant leveraged projects valued at \$538,770.

## New Environmental Guidelines for Contractors

The City piloted the use of new environmental guidelines and management plans with contractors on civic construction projects from 2019 to 2020. The goal was to increase environmental awareness and compliance with City Council's environmental policy. Approximately 25 contractors participated in 75 projects, leading to improved contractor awareness and better protection of the environment.



## Waste Management

### Green Cart Program Received Website Upgrade

The Green Cart program is an optional fee-for-service program available to single-family households with blue and black carts. The service allows residents to divert yard and food waste from the Landfill to the West Compost Depot. The 2020 upgrade to the website resulted in a better customer experience and easier to use payment process.



### Waste Diversion Up Despite COVID

The City's waste diversion program diverted 33,000 tonnes from the landfill in 2020. The waste diversion rate was 26%, inching up over 24.3% in 2019 and 22.8% in 2018.



### An Innovative New Program: YXE Waste Tour

For the Sustainability department, the pandemic meant parking the Recycling Education Unit that normally travels to schools, festivals and events sharing information on recycling and waste diversion. In its place, the department designed an innovative program called the YXE Waste Tour. The tour consisted of 10 virtual videos, each illustrating local waste diversion facilities and programs around Saskatoon.



**reduce the risk recycle it**

**Household Hazardous Waste Drop-off Days**

April 11 • May 2 • June 6  
July 11 • Aug. 8 • Sept. 12  
October 3 • November 7

**9am – 3:30pm**

Details and acceptable items list at [saskatoon.ca/hazardouswaste](https://saskatoon.ca/hazardouswaste)

**Avoid the lineup!**  
Get the Saskatoon Waste Wizard app to search for convenient year-round disposal options.

**Towards 70%**  
Saskatoon's waste diversion target

**City of Saskatoon**

### HHW Days Set New Record in 2020

Despite having to cancel the first two events of the 2020 season, Household Hazardous Waste (HHW) Days launched in May and set participation records.

The program had another great year, averaging 576 participants per event and potentially diverting over 135,000 kg of hazardous waste from the landfill—a significant increase over 2019.

## Investing in Sustainable Growth

### Achieving Triple Bottom Line Outcomes

The Triple Bottom Line Policy was enacted in 2020 to integrate sustainability into the City's decision-making processes. The policy mandates that all new initiatives consider the four pillars of sustainability—Environmental Health and Integrity, Social Equity and Cultural Wellbeing, Economic Prosperity and Fiscal Responsibility, and Good Governance. Implementation tools include training videos, administrative procedures, a how-to guide and reporting template.



### New Official Community Plan

City Council approved a new Official Community Plan (OCP) in June 2020. Entrenched in law and recognized under the *Planning and Development Act, 2007*, the OCP is the collective long-term vision for Saskatoon. It works in conjunction with the City's Strategic Plan to guide the physical, environmental, economic, social and cultural development of the community.



### McOrmond Trunks

The McOrmond Trunks Project is providing water and sewer services in the Brighton neighbourhood. The project involves 1.6 km of primary water main, 1.6 km of deep storm and sanitary sewer trunks, local servicing for approximately 315 lots and construction of storm retention ponds. The project was 95% complete by the end of the 2020 construction season.

#### Lightening the Mood

"Whoever is doing the public relations for construction projects in the last year or so is doing an excellent job. Love the amusing signs. Takes some of the stress away when you can smile."



### Wastewater Treatment Plant

By late spring 2020, over 2,220 cubic metres of concrete had been poured and 410 tonnes of reinforcing steel laid for the Digester and Heating Upgrades at the Wastewater Treatment Plant.

The project involves a new heating building with three dual-fuel boilers and two roof-mounted waste gas burners, a new gas scrubbing building with biological H<sub>2</sub>S removal system and biogas processing equipment, a new sludge blend tank and a fourth digester.



### Northeast Sector Reservoir

Funded by the New Building Canada Fund, work continued on the Northeast Sector Reservoir and Pump Station project. The project will service northeast sector neighbourhoods, bringing operational flexibility, system reliability and improved service to customers. The ability to share and transfer water between reservoirs will also increase reliability for fire reserves.





### **Senator Sid Buckwold Bridge**

After a \$20 million rehabilitation, Senator Sid Buckwold Bridge boasts a smoother driving surface and a wider, more protected pedestrian walkway.

The project came in under budget and approximately two months ahead of schedule, and the 54-year-old bridge was opened to traffic on the Labour Day weekend in 2020 .

# SPOTLIGHT ON FUSION

## Creating a New Energy Through a Unified Approach

Fusion is the name of an internal business transformation initiative the City and its boards and corporations are undertaking to implement an Enterprise Resource Planning (ERP) system.

An ERP is an integrated system of many business processes that organizations use to manage day-to-day business activities such as accounting, human resources, procurement, and asset management.

Historically at the City of Saskatoon, we have used over 279 systems, spreadsheets, and loads and loads of paper with duplicate and manual processes to support our core areas. In 2020, we began to wipe the slate clean and move to an integrated, single source of information using SAP, the City's chosen ERP system.

Fusion will support the City, boards and corporations to fuse our many diverse processes, creating a new energy and a unified approach to managing our resources.

### Why are we doing this?

Fusion will provide benefits across the organization and result in long-term operational savings to refocus resources on activities that deliver on the City's mission and strategic goals.

Fusion is expected to provide financial and efficiency savings of \$40M within six years following implementation and \$10M in ongoing savings per year. The operational efficiencies realized through Fusion will strengthen resident services and provide higher value for tax dollars.

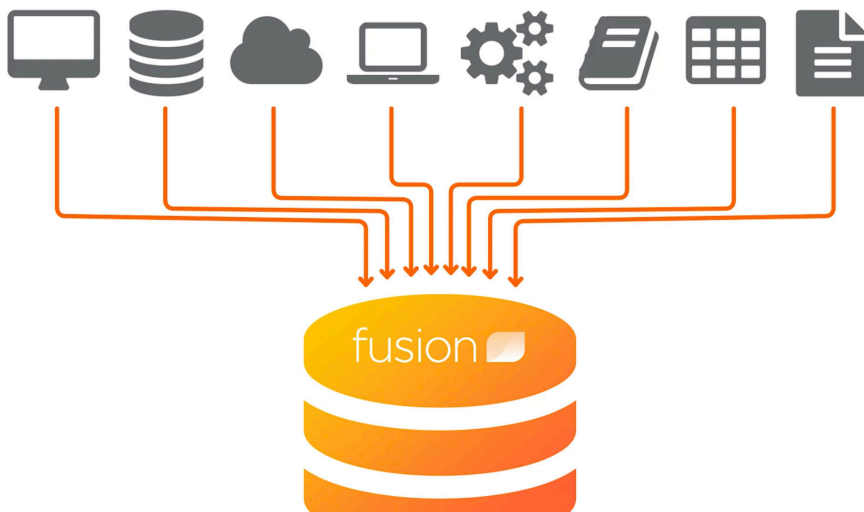
fusion 

### OUR VISION -

Fusing our many diverse processes, creating a new energy, and a unified approach to managing our resources.

### Key benefits of Fusion include:

- Improved business insight from real-time information.
- Lower operational costs through streamlined business processes and best practices.
- Enhanced collaboration from users sharing data across finance, human resources, supply chain and asset management.
- Improved efficiency through a common user experience across many business functions and well-defined business processes.
- Reduced risk through improved data integrity and financial controls.
- Lower management and operational costs through uniform and integrated systems.





## Fusion Highlights from 2020:

- Hundreds of employees were actively engaged from across all levels and departments at the City, boards and corporations through various project activities including workshops, discussions, surveys, events, information gathering, testing and much more;
- In March 2020, Fusion pivoted due to COVID-19, and work continued remotely to ensure the project continued to meet deliverables and timelines, including the go-live date of January 4, 2021.
- Fusion will transition to an ongoing program following the go-live of new processes in January 2021.

The Fusion program will continue to drive and support sustained value from investments in SAP technologies as we develop new phases, projects and/or innovations to meet business objectives that deliver on the City's mission and strategic goals.



## Fusion Learning: 2020 Helped Build the Framework for Success in 2021

We know learning new processes and technology can be both exciting, somewhat overwhelming and even frustrating at times.



With Fusion implementation, employees were being asked to move away from the processes and systems they were used to working with and to adopt new processes and a new system. In many cases, the change to Fusion would impact the way we do our jobs. This is why in 2020, the Fusion team worked to develop a robust and expansive Fusion Learning (training) program to prepare and train employees to adopt our new processes and SAP system.

The pandemic in 2020 resulted in the Fusion team reviewing the planned training approach to ensure everyone's safety and well-being. Until being able to safely bring people together in person, courses were designed to be taken online so they are accessible from anywhere. In many cases, classes were planned to still involve "live" instructors, but in a virtual environment.

Fusion Learning kicked off on November 23, 2020 with the delivery of the first live '101' sessions with Q&As and the launch of an extensive Learning Library. Employees could access the Learning Library to watch multiple demos and review step-by-step instructions to help learn the system in preparation of go-live in January 2021.

- The Fusion Learning Network was launched on MS Teams with several channels for employees to ask questions, share ideas, and post tips and tricks to help each other learn the new ERP system.
- Over 80 workshops were delivered on designing our new business processes.
- A Change Champion Network was created with over 80 employees to help support fellow colleagues through the organizational changes associated with Fusion.
- ERP training was delivered via 10 live virtual sessions to over 2000 employees, including over 450 on-demand learning modules for employees to access anytime, anywhere from any device.





*Kensington*



*Willowgrove*



*Evergreen*



*Rosewood*



*Evergreen*



# SASKATOON LAND

## Financial Contributions in 2020

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 2020, Saskatoon Land continued to deliver financial returns to the City for allocation to civic projects and programs, including \$0.4 million to affordable housing and \$1.9 million from lease revenue for civic programs.

**Since 2007, Saskatoon Land has generated \$134.1 million in net proceeds from the sale of property in Hampton Village, Willowgrove, Evergreen and Rosewood.**



*Hampton Village*

### 2020 Sales Highlights

- **\$41.8 million** in total sales revenues was generated
- 204 residential lots were sold for a total of **\$30 million**
- 2 multi-family parcels totaling 9.5 acres were sold for **\$6.2 million**
- 3 industrial parcels totaling 6.43 acres were sold for a total of **\$1.6 million**
- 1 City Centre commercial/mixed-use parcel totaling 0.86 acres was sold for **\$4.0 million**
- **\$1.9 million** in total annual revenue was realized from managing 80 leases of land and buildings
- **7,000 acres** of future development land was managed/maintained

# FINANCIAL RESPONSIBILITY

## Continuous Improvement in 2020: Savings Highlights

### STREET SWEEPING EFFICIENCIES

#### Savings: \$400,000

The City's Street Sweeping Program saved approximately \$400,000 through scheduling efficiencies, creation of a weekend night crew to reduce overtime, good weather and changes to contractor assistance. The spring and fall sweeps were completed with parking restrictions and towing, but no enforcement. Crews reported only a minor increase in the number of tows.

### PRINTSHOP OPTIMIZATION

#### Savings: \$207,000

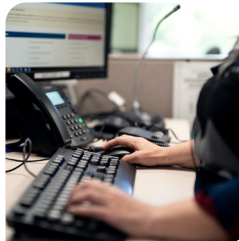
The City has merged its two printshops into one service. The consolidation realized savings of \$207,000. Most of the savings (\$150,000) were realized by not having to replace aging equipment. Additional savings of \$57,000 were realized by freeing up 240 sq. ft. of prime City Hall office space.



### A LONG-TERM APPROACH

#### Savings: \$58,000

A number of City divisions use AutoDesk software. By entering into a three-year agreement rather than an annual renewal, the City saved a total of \$58,000 over the contract period.



### UPGRADING MICROSOFT EXCHANGE

#### Savings: \$10,500

Since Microsoft includes a strong antivirus solution with Office 365, the City has not renewed its existing subscription with a third party. This resulted in immediate savings of \$10,500.

### BUILDING PERMITS MOVE ONLINE

#### Savings: \$3,000

A new online permit application process allows residents and contractors to apply for building and development permits and submit documentation online. In addition to being convenient and easy to use, the new system reduces cross-departmental review times for commercial permits. The online application option led to \$3,000 in direct savings as well as GHG savings of approximately 1.5 hours of driving per business day.

### PANDEMIC SAVINGS

The City's work-from-home directive led to a number of cost savings in 2020, including:

- > **Postage Costs**  
Savings of \$5,000
- > **Courier Costs**  
Savings of \$7,500
- > **Car Allowance**  
Savings of \$12,000
- > **Meal Allowance (City Council & Committee meetings)**  
Savings of \$40,000
- > **Travel Costs**  
Savings of \$48,000
- > **Electricity & Water Utility Costs from City Hall and Civic Square East Facilities**  
Savings of \$42,000

### UPGRADING LANDFILL GENERATORS

#### Savings: \$59,000

Landfill gas generators were equipped with new electronic air-to-fuel controllers to increase running times, decrease maintenance calls and reduce GHG emissions.

Since the electricity is sold to SaskPower, an increase in revenue is also expected.

The \$120,000 upgrade project has an expected payback period of two years, including an annual \$50,000 increase in sales and an annual \$9,000 decrease in maintenance costs.







## Other Funds and Grants

**In 2020, the City received approximately \$69.8 million in funds for the following programs:**

- **\$19.1 million** from the Government of Canada for the Safe Restart Agreement, providing unconditional financial support to help address fiscal challenges from the COVID-19 pandemic
- **\$180,000** from National Resources Canada for an Energy Management Program at the Water and Wastewater treatment plants
- **\$102,750** from the Federation of Canadian Municipalities Green Municipal Fund for development options and financial analysis of a Property Assessed Clean Energy Program (PACE)
- **\$25,000** from Veterans Affairs Canada for the Commemorative Partnership Program
- **\$20,000** from National Resources Canada for a Fleet Energy Assessment and recommendations on how to improve fleet efficiency

The federal Gas Tax Fund program (administered by the provincial government) approved two projects:

- **\$11.9 million** to replace 4,625 metres of water main and 19 lead service lines and to rebuild streets, sidewalks and curbs associated with water line work
- **\$3.0 million** to re-line 13,190 metres of sanitary sewer and 2,580 metres of wastewater line

The Government of Saskatchewan's Municipal Economic Enhancement Program approved **\$35.5 million** for several projects:

- **\$27.1 million** for paved roadways and sidewalks
- **\$3.3 million** for neighbourhood traffic reviews & traffic safety
- **\$2.5 million** for roadside safety improvements
- **\$2.0 million** for a Downtown festival site (Phase 1)
- **\$575,000** for sidewalk rehabilitation (existing sidewalks)











City of  
Saskatoon

saskatoon.ca

